

JUL 7 1945



JULY 1, 1945

TWENTY-FIVE CENTS

Sales Management

VETERANS AS SALESMEN

Distribution is looking to them for manpower. See pages 35 and 71. ★

SALES PROMOTION WITH DRAMA

How Dorothy Gray tied up with the film "Frenchman's Creek." See page 38. ★

SALES TRAINING

Is it time to do some brushing up on salesmen's speech habits? See page 128. ★

Significant Trends—High Spot Cities

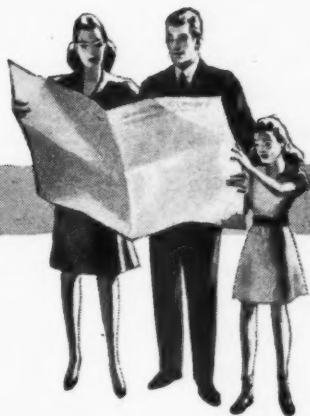
THE MAGAZINE OF MODERN MARKETING

THREE FEATHERS
Reserve
First Among Fine Whiskies

You're certain to enjoy Whiskey at its PRE-WAR BEST...when you ask for Three Feathers!
Try Three Feathers and taste why it's been ENJOYED FOR 63 YEARS! Blended Whiskey, 86 proof. 60% American grain neutral spirits. Three Feathers Distributors, Inc., N. Y. . . FEATHER YOUR NEST—BUY MORE WAR BONDS!

Bus. Adm.
Japen

Where do people get most of their information?



Where do people get most of their information about what's going on today...in the town they live in...throughout the nation...across the waters...on the faraway battlefronts? Where do people get most of the facts they need, the regulations and instructions they must still have to guide them in their wartime living...to help them understand the part they must still play to win complete Victory? Where do people get most of their daily information about what's being offered by local stores and leading manufacturers? And isn't that, naturally, the best place to inform people of your products and services, your wartime activities and postwar plans?

This advertisement, prepared by the Bureau of Advertising, A. N. P. A., is published by The Philadelphia Evening Bulletin in the interest of all newspapers

JULY 1, 1945

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Sales Management

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Mohawk 4-1/60; Chicago 1, 333 North Michigan Avenue, Telephone State 1266. Santa Barbara, California, 15 East de la Guerra. Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price, \$5.00 a year. Canada, \$5.25. Foreign, \$5.50. Member Audit Bureau of Circulation, Associated Business Papers.

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"HPL-SS" presents a sure sales formula...

$$\frac{(\text{HPL} + \text{SS}) + \text{LA}^*}{\text{KMOX}} = \$\$$$

TAKE: a double-header radio show that's been breaking sales records in Chicago, Los Angeles, and San Francisco during the past nine years.

ADD: Lee Adams...a favorite personality of St. Louisians and mid-Mississippi Valley listeners.

PLACE: on KMOX...St. Louis' powerful 50,000-watt clear channel station.

YOU GET: an unbeatable best-seller. You have:

***Housewives' Protective League and Sunrise Salute, plus Lee Adams over KMOX**

It's a simple, effective format—85 minutes of casual conversation in twice-daily installments (6:00-6:15 A.M. and 4:30-5:00 P.M.)—a format that's *worked* every place it's been introduced, that has drawn *over 5,000 letters during its first three weeks on KMOX*. Emcee Lee Adams discourses with equal ease on whatever—from hen-pecked husbands to penicillin, from the psychology of smoking to the story of silk. His broadcasts are colorful, informative, and always factually convincing.

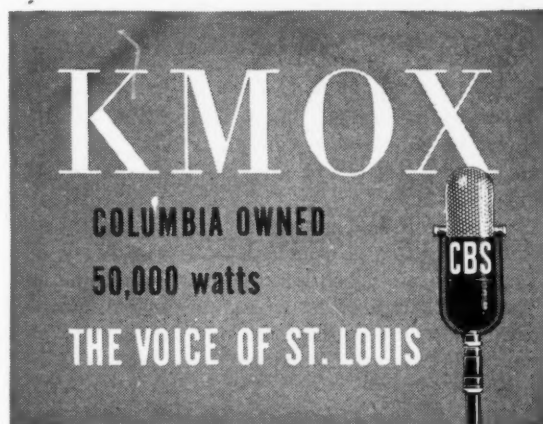
Sales facts are presented just as convincingly. Each commercial message carries *added* weight because HPL-SS listeners know that a group of 3,000 local housewives, who have volunteered their help to Lee Adams, *pretest and*

endorse every product before its sponsorship is accepted by the program.

The selling strength of HPL-SS is pretested, too. Typical results in other markets are these: A book publisher's announcements on HPL-SS drew twice the returns yielded by a competing station; another sponsor's sales were increased 800% in less than 18 months; a certain six-weeks' offer pulled 14,740 replies.

We're predicting that the new KMOX edition of HPL-SS will set even more striking records. Participating sponsorships are now ready. So is the opportunity for you to translate this *proven* sales formula into extra profits for yourself.

Better call us—or Radio Sales *today*.



REPRESENTED BY RADIO SALES, THE SPOT BROADCASTING DIVISION OF CBS



Bright Future

Jake Starr, who is in the Spectacular Sign business, and who with his partner, Ben Strauss, owns 42% of all Broadway locations, is to the Main Stem what Flo Ziegfeld was to girly-girly shows—each spent a fortune to make several more glorifying his particular medium. Granted, Jake has a medium that was slightly less animate than Flo worked with, but to quote him: "Broadway is actresses behind electric signs." Anyway, you couldn't have one without the other.

Jake began lighting things up 47 years ago. Then he used gas spectaculars. This was after he gave up his early profession (He started as an assistant to a Russian counterfeiter, but in lieu of his long abstinence the FBI forgives him.) and went in for spectaculars because they had more dignity. Since then he has worked the daylights (or night-lights if you want) out of every major change, weathered two wars, and completely understands his complicated Wondersign. His partner had an art background to begin with. He used to paint postcards over Corbett's saloon.

Together, the gentlemen employ 120 mechanics and artisans. Jake does all the designing, the scouting and the legwork. Ben is president. Their business to anyone who drops in for a Light once-over, looks as if it is on the verge of a strike. Everyone yells—everyone insists "that-aint-the-way-its-done." Actually, you'd be, if you were the onlooker, getting a bum steer. Labor-relations at the Artkraft shop are probably better than at any plant in the country. Jake is a firm union man. In fact, he organized the first metal workers union in New York City. His workers, he says, have temperament as well as temper.

Jake was born in Russia—on Christmas day. The fact that his name is Starr has led to a number of unappreciated (by him) jokes at his expense, but his fondness for colored lights probably had something to do with his birthday. His Wondersign is operated by a sort of type-setting machine, and can be changed in three seconds. It takes three hours to change the usual moving lights. Wondersign carried Roosevelt's initial fireside chat while it was being delivered. Jake almost expired with pleasure.

Artkraft has shipped signs to theaters all over the world. One of them was flown in sections and carried over the Andes to a movie theater in Bogota. But the prize for mystery went to a theater in Iceland by charter ship. It said, "This theater is air-cooled," and that one has even Jake stumped.

When the news came through that the brown-out had been lifted Jake's whoop of joy would have fractured a neon sign at 50 paces. He's a-buzz with ideas. One idea is for a

mirror sign—a cleverly arranged system of reflectors which give a luminous effect and use a minimum wattage. He had one in use during the brown-out but it made several merchants mad. They said nobody could see *their* signs, and Jake, an old-world gentlemen, withdrew it. Now it can be sold, if you'll forgive the pun.

Wine and Food Man

Before the fall of France, the New York firm of Greig, Lawrence & Hoyt, Ltd., enjoyed a nice volume of sales of imported wines and whiskeys to restaurants, clubs and liquor dealers. Peter Greig, the only active member of the firm for a number of years, decided that he would continue the business, war or no war.

One thing he could do, he reasoned, was capitalize on his knowledge of fine foods, acquired both through inclination and because of the association between good liquor and good food. As a backlog of customers, there would be the stewards and chefs of the houses which had been buying beverages from him ever since his firm was started, right after Repeal.

Today Peter Greig is in the food business for keeps, even though he expects to resume the importation of liquor before long. For he has found that a food business is not only profitable, but fun—the way he operates it.

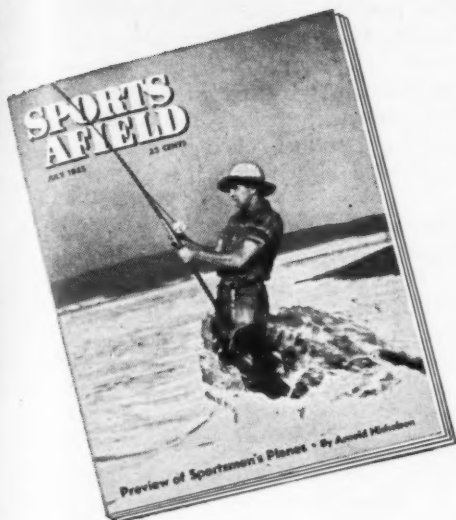
He is, for example, a man who *sells* his advertising literature. His monthly *Wine and Food Newsletter*, read by gourmets and the literati, still goes free to its original list, but newcomers and those who ask for back copies have to pay 10 cents for each copy received.

Before he got into liquor, Greig was for six years assistant to Joseph Pulitzer, editor and publisher of St. Louis *Post Dispatch*. He must have learned a lot about how to make news, for the various food items he brings to the market and the stunts he does to publicize liquor get a goodly share of space in the food and general press.

His latest newsworthy activity was bringing to the American markets *fresh* sardines, imported from Portugal. He introduced them to fine food fanciers through a party, a "Culinary Clinic," at the Hotel Astor, where sardines were served 12 different ways, all delicious. For some, the high spot was the sardine and leek pie. For others, it was sardines "Au Vin Blanc" (baked with white wine, chopped



Sticklers for accuracy squawked when they began to discover Peter Greig was misquoting "Alice."



Sports Afield

★ **DOMINATES**

Rich Outdoor Man-Market!

★ Leads "All Three" Outdoor Publications In Guaranteed and Delivered Circulation

Sports Afield Magazine offers you dominance of the outdoor field—America's most responsive class market! At the *lowest basic advertising rate*, Sports Afield delivers the *largest ABC Circulation Guarantee (350,000)* and the *largest Delivered Circulation (averaging over 380,000 for the first 5 months of 1945)* among outdoor publications!

Such overwhelming leadership of the rich, responsive, brand-conscious *man-market* merits the consideration of every manufacturer and marketer of merchandise with *man-appeal!*

Yes, Sports Afield is *pulling away* from the rest of the field! Its increasing margin of leadership can pay you dividends, now and in the postwar era.

In the outdoor field . . . it's Sports Afield!

You get MORE
in Essex County, N. J.



11th in Retail Sales

9th in Buying Income

9th in Food Sales

10th in U. S. Potential

8th in "Quality of Market"

1st in Family Income

**Newark
Evening
News**

NEWARK, New Jersey

onions, tomatoes and breadcrumbs). The Astor's chef, who grew up in a part of France where fresh sardines are regularly eaten, got into the spirit of Greig's party and helped create the concoctions. The sardines were grilled (as served in Brittany); cooked in a batter; stuffed and poached, then browned; grilled and served with black olives (as in Nice); stuffed, fried with grated cheese (as in Hyeres); prepared in a sandwich mix, and in an aspic.

The first food order Greig got five years ago was for five cases of imported Portuguese anchovies. Throughout the war period, Portuguese anchovies have been coming through, and it is not unusual for the firm to order 1,000 cases at a clip. A number of other food specialties have been added and are packed under the Greig label. Among these are: Spiced Watermelon, Lime Juice (unsweetened), and Oyster Sauce.

Greig's Oyster Sauce is advertised in *The New Yorker*, and in the Sunday magazine sections of the *New York Herald Tribune (This Week)* and *The New York Times*. It is made from oysters, soy beans and yeast—and it is tasty. Greig brought it out because he knew the Chinese were no longer able to obtain the soy sauce they formerly imported, and they would give him a backlog of customers. But response from non-Chinese has been enthusiastic too.

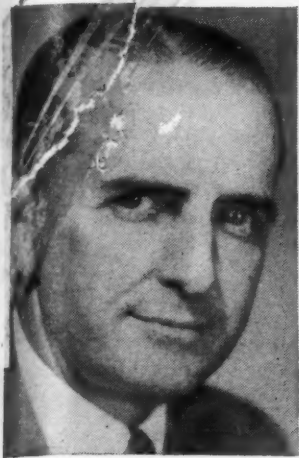
Greig's method of merchandising his oyster sauce, brought out two years ago, is indicative of his flair for having fun through his business. The label, like others on his products, is an example of fine printing. But it is also whimsical. The typography is fancy. The Tenniel-type illustration shows four oysters in the shell plodding along on all fours (?), with the caption, "Now if you're ready Oysters, we can begin to eat." You probably know the quotation, from *Alice Through the Looking Glass*—but in the Lewis Carroll version the word, "Dear," separated "ready" from "oysters." Greig omitted it, thinking it too sentimental for a bottle of oyster sauce, but the reproachful letters he has received have made him regret taking liberties with an "Alice" phrase.

Greig's Wine and Food Newsletters are not only highly personal, but full of controversial and inflammable material. The British-born author pulls no punches and thinks nothing of making scathing remarks about one of his own products or a dish in which it is used. He recently brought down upon his head the wrath of the Cereal Institute because of an uncomplimentary remark about dry cereal—"Rice Crispies, my foot!" And listen to this heresy: "Americans know their coffee is the best in the world and I know it isn't, and let's agree to differ." But when he makes an error of fact, he says so like a man, as he did recently when the brothers Frank and Christopher Morley both scolded him for misspelling the name of an English syrup used in Treacle Pudding.

Some of Greig's past Newsletters have become minor classics in fine-food circles. Among these is one entitled, "I Rise to Remark," which consists of advice to the young fellow just entering college, on forming proper drinking habits.

It is Greig's belief that food should be eaten under cheerful circumstances, and that the cheer should start way back with the purchasing of food and drink. So he and his staff deem it their duty to be genial and friendly in their dealings with customers. His Madison Avenue office is a mad-house, but cheerful as an aviary, except when the boss faces the task of getting out a Newsletter. He gets broody then.

NEWS REEL



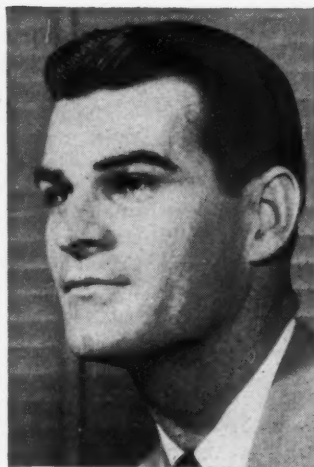
SIMS

WILLIAM L. SIMS II has been elected vice-president in charge of the Foreign Department of Colgate-Palmolive-Peet Co. Mr. Sims joined the company in 1924 as a salesman.

WILLIAM A. MATHESON has been elected a vice-president of Eureka Vacuum Cleaner Co. He formerly was president, Williams Oil-O-Matic Heating Corp., newly acquired by Eureka.



MATHESON



MACRUDER



DEZENDORF

NELSON C. DEZENDORF has been appointed director of sales of the Electro-Motive Division of the General Motors Corp. He has been on the staff of General Motors since May, 1922.

PEYTON M. MACRUDER has been made director of commercial sales of the Glenn L. Martin Co. He formerly was chief of design, a position he had served in since 1941.



DESPARD

V. R. DESPARD, JR., has been made manager of the Acoustical Department of the Building Materials Division of Armstrong Cork Co. He succeeds J. V. Jones.



MARTIN

VERNE R. MARTIN has been appointed general sales manager of The Maytag Co., Newton, Ia. He started with the company twenty years ago as a house-to-house retail salesman.



SEIDEL

K. H. SEIDEL, with Schenley Distillers Corp. since 1940, has been made assistant director of advertising of the company's domestic whiskies, and also its Import and Export Divisions.



FLANTER

ADRIAN JAMES FLANTER has been named advertising director of the Benrus Watch Co. He formerly was assistant director of public relations of the Fawcett Publications, Inc.

Leading Stores Acclaim Post Yarn

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the

WESTERN UNION

A. N. WILLIAMS
PRESIDENT

The filing time

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BALTIMORE—We have had overwhelming response to the Post Yarns Promotion. Customers are delighted with the idea. Congratulations to The Saturday Evening Post on the timeliness and excellence of the plan.

Hutzler Brothers Co.

JACKSONVILLE—Never a dull moment at our Post Yarns booth. Interest high at beginning and accelerating. Consider this the most effective and popular of many fine Saturday Evening Post promotions.

Furchgott's, Inc.

SALT LAKE CITY—Post Yarns are the current hit of our serviceman's canteen and a big booster for serviceman gift sales not only for Father's Day but every day.

Z. C. M. I.

OKLAHOMA CITY—Post Yarns Promotion most enthusiastically received by public. Started off today with much greater zip than we had anticipated. Appears to be one of the biggest promotions we have ever sponsored.

Rothschild's B. & M.

CHARLOTTE, N. C.—Send additional 5,000 copies of Post Yarns immediately. Public thinks it a splendid promotion. We do too.

J. B. Ivey & Co.

ATLANTA—Post Yarns booth simply mobbed on opening day of promotion which promises to be howling success. Our only worry is whether we will have enough Post Yarns to last out the week.

Rich's

CLEVELAND—Post Yarns Promotion an outstanding success.

The May Co.

DES MOINES—Post Yarns Promotion off to an active start today. Booths on every floor served waiting lines of customers. Used six column full newspaper ad with follow ups next week. Window cards in all windows, posters and radio spots.

Yunker Brothers Inc.

PHILADELPHIA—Post Yarns Father's Day tie-up one of most successful promotions we have had. Gave Father's Day added significance. Attracted far greater floor traffic than we expected.

Gimbel Brothers

HARTFORD—Response exceeding expectations. Are more Post Yarns available? Advise.

G. Fox & Co.

BUFFALO—Excellent response to Post Yarn promotion here.

The Kleinhans Co.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS

In honor of Father's Day, 219 of the nation's leading department and men's wear stores joined The Saturday Evening Post in a patriotic service to the armed forces. Through their cooperation, Post Yarns, a 64-page, pocket-size book containing articles, stories and cartoons selected from the Post—are being mailed free to millions of service men and women throughout the world.



The American *Magazine*

SHOULD NEGROES BE GIVEN EQUAL RIGHTS?

Americans who are honest in their democratic faith have a hard time facing the Negro question. Yet, in the months ahead, they must do some serious thinking about the status of the 13,000,000 Negroes in our population. Here, in the August issue, *The American Magazine* brings you some stimulating answers to one of the most important questions of the day, the views and solid judgments of leading authorities expressed through

THE AMERICAN MAGAZINE POLL OF EXPERTS

Conducted by Arthur Kornhauser, Ph. D.
Bureau of Applied Social Research,
Columbia University

Share your American Magazine, then save it
for the Government's waste paper drive.

6 "Lucky"
California
Markets



6 "Golden Horseshoe" Newspaper Cities

Experienced merchandisers know that to secure complete distribution and sales in Los Angeles County — now the 3rd U. S. Market — that full advertising schedules should be run in all the daily newspaper towns in addition to the space placed in the metropolitan papers.

The 6 daily newspapers of the *S-C-A-N GROUP provide separate home town markets with a population of 258,858 and

**\$150 MILLION
RETAIL SALES**

(Sales Management's 1943 Estimate)

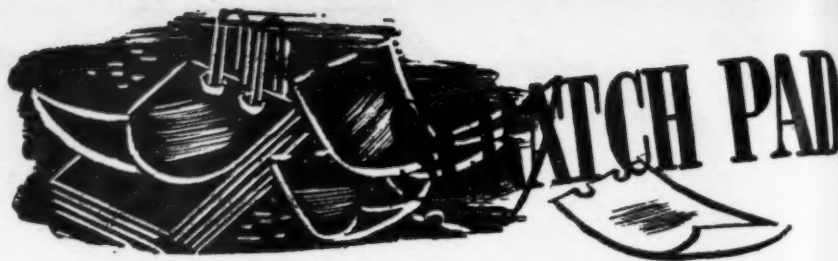
To help make each campaign a complete success, every paper in the S-C-A-N GROUP delivers a genuine, personal and uniform Merchandise Service.

Get Complete Details from our
Representatives: WEST - HOLLIDAY CO.

***S-C-A-N GROUP**
(The Copley Daily Newspapers)
in Los Angeles County

- 1 ALHAMBRA Post-Advocate
- 2 CULVER CITY . Star-News
- 3 GLENDALE . . News-Press
- 4 MONROVIA . . News-Post
- 5 REDONDO Breeze
- 6 SAN PEDRO . . News-Pilot

**SOUTHERN CALIFORNIA
ASSOCIATED NEWSPAPERS**
510 S. Spring St., Los Angeles 13, Cal.



The Fourth of July is just around the corner. It will have new significance this year . . . freedom at long last from world-domination by a group of gangsters accustomed to run amok every quarter-century. Now, let's give Japan the full treatment!

Jim Gallagher pokes his head in the door to say he likes a locution he spotted in a Barney Google strip: "Solemolcy." He also goes for a homonym the V-Garden promoters have been aiming at us via outdoor posters: "SOW . . . they say."

Orville Reed, an S-P contrib who is authoring an anthology called: "It Could Be Verse," got a letter from a friend in Boston reminding him that "Rhyme Does Not Pay."

EXPENSE-REPORT

For the Month Ended June 30, 1945

MR. ELMER JONES,
DEPARTMENT OF SALES

- | | |
|--|--------|
| 1. Advertising for girl stenographer | \$.50 |
| 2. Violets for new stenographer.. | .45 |
| 3. Week's salary for new stenog.. | 15.00 |
| 4. Roses for new stenographer .. | 6.00 |
| 5. Candy for wife | .75 |
| 6. Lunch with new stenographer.. | 5.25 |
| 7. Movies, self and new stenog... | 1.50 |
| 8. Movies, wife and self
(neighborhood) | .50 |
| 9. Week's salary for new stenog.. | 20.00 |
| 10. Candy for wife | .75 |
| 11. Lillian's salary (the new stenog.) | 25.00 |
| 12. Dinner and theater with Lillian | 21.75 |
| 13. Fur coat for wife..... | 750.00 |
| 14. Advertisement for male stenog. | .50 |

—Reprinted from "Victory News Letter."

Lorry Balza, of Green Bay, Wis., reminds the column of the fellow who took his girl to all the chiller-diller pictures because they loved each shudder; of the two rabbits that roamed off into the woods and had a hare-raising experience; and of the worms that were making love in dead Ernest.

Jack Lutz dumps some quickies into the mail-chute: 1. A new magazine, called *My Baby*, has offices next to the Stork Club. 2. A sanitary dictum to those addicted to coughing at concerts: "All choking aside." 3. With "Forever Amber," Kathleen Winsor wins herself a lot of pay-dirt. 4. The Polish question continues to keep the Allies poles apart. 5. In the headline:

"All Germans Surrender in Italy," could they have meant: "All Germans in Italy Surrender?"

I caught up with a Spanish proverb at school recently which would have changed the course of my whole business-life: "En boca cerrada, no entran moscas." Free translation: "A closed mouth catches no flies."

Bob Graham offers a headline to the people who make Chaperone, the canine keeper-offer: "There's nothing more repulsive (to a dog)."

In the *Reader's Digest*, I found this quoteworthy item: "The best measure of a man's mentality is the importance of the things he will argue about." That would make a dandy plaque for many an advertising-agency conference-room.

With high hope and the usual finger-crossing, I entered the Swan Soap contest, in which a name was wanted for Mama Swan. I approached it from the angle of giving "Swan" the most mentions every time the name was spoken, came up with: "Suwanee Swan." A 24-year-old Cleveland Heights gal, Jean Dawson, hit the jack-pot with: "Sudsabelle." Darned good, too. At her age, she selected \$100-a-month for life instead of twenty grand in a lump. Smart girl.

Which reminds me: I didn't try the Maxwell House Coffee Slogan Contest. I would have liked to toss-in: "A lift in every drop" as a successor to: "Good to the last drop."

A. H. Till, s.m. of Orchard Paper Company, St. Louis, calls my attention to the March, 1935, issue of *The Orchardor*, in which his Orchard Annie reflected: "Said the paper bag to the silken hose: 'You're the skein I love to touch.'" It reminds me of one I once offered to Holeproof Hosiery: "Covers a multitude of shins." Someone has doubtless used it in the meantime.

H. H. Cory, of Thorpe Bros, Minneapolis, tells me about Indian John . . . northern Minnesota guide, trapper, and resort-handyman, who

SALES MANAGEMENT



The Furrier Mis-Counts His Persian Lambs

When our furrier went to bed he probably counted Persian lambs instead of the more prosaic sheep. He was, in a way, playing both ends against the middle with 2,000 Persian lamb skins and he was worried.

His insurance company was investigating his claim for \$20,000 for the alleged loss of 2,000 skins. His books, however, revealed that only 60 skins were missing and he insisted that his employees had robbed him and doctored the books.

A patient check of numerous past employees finally uncovered one whose estimation of his erstwhile boss was minus-zero.

"He's a crook!" he said bitterly. "He's a wholesaler but he sells coats at retail to avoid the federal tax and

somehow covered it up when that government inspector showed up."

Prying into that angle, the investigator found that the government man, a shifty individual, had also found only 60 skins missing and fined the furrier \$200 instead of the \$4,000 he would have had to pay if 2,000 were gone.

"Now why," mused the investigator, "would our suspect falsify his records to save a paltry \$3800 if by so doing, he would jeopardize his chances of collecting \$20,000 on his insurance? Or are his employees crooks?"

The inevitable break came when an assistant of the investigator ferreted out the fact that the furrier's broker had bragged that his client

had saved \$3800 by bribing a collector with \$500.

Confronted with this fact the claimant admitted everything.

"But why," said the investigator, "didn't you prepare an extra set of books showing 2,000 skins missing for the insurance accountants? If you had, you'd have probably collected another \$20,000."

"I did have two sets of books ready," replied the furrier, "but after I bribed the collector, I guess I just got scared to go through with it."

This is the kind of true detective story that impels 1,097,940 men to buy Dell Detective Group monthly. Crime detection is their hobby and Dell Detective Group is its foremost interpreter. They are an important market—a cross-section of the urban male audience—for any product that appeals to men.



DELL DETECTIVE GROUP

INSIDE DETECTIVE • FRONT PAGE DETECTIVE Dell Publishing Company, Inc., 149 Madison Ave., New York 16, N. Y.

World's largest publisher of fact-detective magazines—and detective mystery books, featuring Agatha Christie, Dashiell Hammett, Helen Reilly, Carter Dixon, Ellery Queen and other noted writers.

JULY 1, 1945

[19]



W. T. Grant Operates 491 Stores

Meet 2 W. T. Grant Gals Important to Your Product

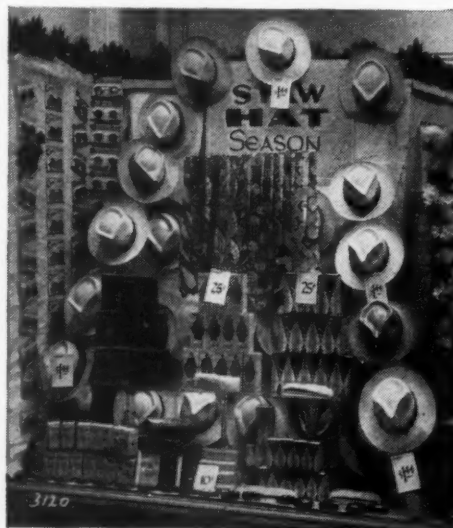
Miss Dinardo, Floor Supervisor (L), and Mrs. Mosher, Jewelry Dept. Head (R.), of Grant's Cleveland Store #373. Variety will continue to employ more and more of these merchandise-wise women.



Store Mgr.: "Why I can remember when you could tell an employee to do something and he wouldn't even sass you back!"

Straw Hats, Neckties, White Shoe Polish, Sun Glasses

H. L. Green (149 Stores) opens the Straw Hat Season with this display of skimmers, plus related items. Maybe you never thought of the "S & 10's" as retailers of straw hats. Well, Variety Stores have changed a lot and price lines moved up considerably. Today—and post-war—they are the "Department Stores of the Masses."



Headquarters for Variety Store Marketing Data

SYNDICATE STORE
Merchandiser

Largest Audited Circulation in the Variety Field

79 MADISON AVENUE, NEW YORK 16, N. Y.

caught the spirit of the times last Summer when he upped the price of blueberries to one buck per pail. "How come, John?", asked an old cottager. "You used to sell them for fifty cents," John grunted and said: "Heap big war somewhere."

There's a sign in Toronto reading: "Salmon for beef!," writes John Love, of *Marketing*. It's rather obscure and seems to suggest an impossible substitute, he says, until you notice the store is owned by a butcher named J. Salmon.

"Doggone," cursed Twain. "I never saw such confounded luck!"—from Winchell's column. That's *really* cussing!

Bob Terhune, of Brown & Bigelow, St. Louis, thinks every good advertising *i*-dea should be a *buy*-dea. Check, Bob; from here in, anyhow.

First tangible results of the victory in Europe were the removal of the ban on horse-racing and the lifting of the midnight-closing order. Try and make a that's-what-we're-fighting-for editorial out of that!

Sociological Note: Walnut tobacco "makes a pipe welcome anywhere."

Among the minor blessings of final peace will be a little privacy. Neighbors who never gave you a nod before have gotten used to bursting in your front door to collect for this or that war-charity. You tell them that you have already given liberally at the office, and they give you the fishy eye. They make a social visit out of it and whatever it was you were doing when they invaded can wait, for all they care.

A high-school boy, through his home-town radio station in the Southwest, won a free trip to the San Francisco conference. I got a grin when he reported later on a national network what had impressed him most at the big and serious conclave: "Molotov and Artie Shaw."

The hullabaloo about Ed Kennedy, of the Associated Press, giving out the news of German surrender before its official release by the Army brass hats has died down by now. The thing that bothered me most about it was that any newspaper or press-association could get excited about a "scoop" in 1945. That's Hollywood stuff.

Anybody want to buy a long-handled shovel and a bucket of sand?

—T. HARRY THOMPSON

SALES MANAGEMENT

Attracting

A NEW WORLD OF INDUSTRIES TO TODAY'S *New* SOUTH!



Holland's fills the gap!

Holland's adds the extra margin that fills the gap in your advertising in the South. For, whether you use leading general magazines, leading women's magazines, or leading magazines in the shelter group—your ad will lack from 14% to 30% of the coverage you get throughout the rest of the nation—unless you use *Holland's*! But ADD *Holland's*, and in every case your coverage of the South jumps to more than 100% of the national average. Here's how *Holland's* fills the gap.

2 Leading General Magazines	86.4% of National Average Without <i>Holland's</i>
	118% WITH <i>HOLLAND'S</i>
3 Leading Women's Magazines	86.25% of National Average Without <i>Holland's</i>
	105% WITH <i>HOLLAND'S</i>
2 Leading Shelter Magazines	70.50% of National Average Without <i>Holland's</i>
	111% WITH <i>HOLLAND'S</i>

The South's oil and gas industry is a huge magnet attracting new industries, new factories and new wealth to this land of opportunity. Producing over 60% of the country's crude oil and over 75% of the natural gas, the South also has more than half of the known oil reserves in the United States. From them will come not only lubricants and fuel, but the basic raw material for miracle-working plastics, synthetic rubber and myriads of by-products. Creating new jobs and new buying power, these mighty industries will give the South industrial and economic potentialities that are breath-taking. New jobs and new wealth mean more homes—and into them will go *Holland's*...for *Holland's* is primarily a home magazine, devoted to the particular needs of the South. Plan *now* to reach the great Southern market with *Holland's*—the magazine of today's new South!

Holland's

the Magazine of the NEW South

52 VANDERBILT AVENUE, NEW YORK 75 EAST WACKER DRIVE, CHICAGO
205 GLOBE DEMOCRAT BUILDING, ST. LOUIS
West Coast Representative: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO
GARFIELD BUILDING, LOS ANGELES
DALLAS, TEXAS

JULY 1, 1945

[25]

... WHEN YOU GO
WEST OF CHICAGO

STOP



IN THE
QUAD Cities

**More Retail BUYERS
Than in any MARKET**

BETWEEN
**CHICAGO and OMAHA
MINNEAPOLIS and ST. LOUIS**



The latest Hooper listening index (February and March, 1945) shows WOC 'way out in front. For example, WOC's morning audience exceeds the combined audiences of all other stations heard, with 56.4!

Mr. Hooper's facts prove the Quad-City market of 218,000 is delivered ONLY by—

WOC

DAVENPORT, IOWA

FREE & PETERS, INC. NAT'L REPRESENTATIVES

BASIC ABC • 5000 Watts • 1420 Kc.

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Reconversion Sales Costs?

Since many reconversion costs are deductible for tax purposes, can a company which suspended all sales activities during the period of exclusive war manufacture obtain deductions for the expense of setting up new sales and distribution systems?

This is doubtful. The Internal Revenue Bureau has issued an interpretation of the rules setting forth certain distinctions in separating tax deductible costs from those which must be capitalized. In general they refer to costs incurred in restoring the physical assets of a firm to a status comparable to that it had before it converted to war production. But substantial improvement and enlargement of equipment must be treated as capital expense.

However, Internal Revenue expects that most problems will have to be treated on an individual basis. If you sincerely feel that any change-over costs should be deductible, it is advisable to take them up with a Bureau representative.

Postal Rates on Direct Mail

Does the proposed increase in postage rates apply to direct mail advertising material?

Yes. The proposed increases cover fourth-class mail such as catalogs and all printed matter in bound form "consisting of less than 50 per cent reading matter other than advertising." Among items included are bound volumes of directories or lists of individuals, firms or organizations; reports or prospectuses of corporations, organizations, and institutions; price lists, etc. Local delivery would be five cents for the first pound or fraction, and delivery would be slightly higher for each zone. These provisions are incorporated in a bill (H.R. 3238) by Rep. Roe (Dem., Md.) on which the Rules Committee recently granted a rule for debate on the floor.

Surplus Property Sales

Is it true that under the Department of Commerce, sales of surplus property are now being made without advertising or listing as required under the former rules?

Since transfer of the Office of Surplus Property to the Department of Commerce, efforts have been made to speed up sales of surplus war goods. Procedures have been modified so that the eleven regional offices have greater autonomy. Formerly it was required that property with a cost value of \$1,000 be listed in the "Surplus Reporter" before it could be sold. Under the new rules, regional offices are permitted to sell property up to \$5,000 cost value without such advertising. However, the policy is still being followed of obtaining as much local publicity as possible on such offerings.

Future of Aircraft Plants

Does the aircraft industry expect to convert its huge postwar surplus plant facilities into factories for consumer lines of products and set up sales organizations to promote them?

Industry sources carefully checked by observers in Washington, indicate that no vast invasion of the ordinary consumer product field is in the making from the aircraft plants, although they have studied the possibilities of stoves, furniture, washing machines, automobiles, pre-fabricated houses, household items, etc. Most of the big companies will stick to aircraft and not try sidelines. A half dozen of the companies will make serious bids at turning out products in specialized fields. Aircraft companies have been selling to only one customer—the government—and have no real sales organizations to take on other lines in intense competition.

Price Ceiling Tangles

How can one determine where to start in threshing out problems having to do with price ceilings without having to go through the well known Washington run-around?

Once you know with whom you are supposed to deal, or to whom you should direct your inquiries, it is not too difficult. Most useful in this respect is the fifth edition of the "Directory of Commodities and Services," recently issued by OPA. It contains about 10,000 major commodities and services now under price control and is obtainable at the cost price of \$1.25 (which includes six monthly supplements to follow) from the Superintendent of Documents, Government Printing Office, Washington, D. C.

The Directory includes: (1) Names

SALES MANAGEMENT



AUSPICIOUS SPIRAL The spiraling growth of the Pacific Northwest, under constant acceleration since Covered-Wagon Days, has transformed this region into one of the nation's great consuming areas. The war has served to emphasize its tremendous natural resources.

To those who desire comprehensive coverage of Portland, Oregon, and environs, the choice of Westinghouse Station KEX is indicated. Through KEX, Portland's Blue Network affiliate, advertisers may beam their sales-messages directly to an area embracing more than 175,000 prosperous radio homes.

The roster of clients served by the six Westinghouse stations includes 200 of the nation's leading advertisers.. some with a record of more than 15 years' continuous scheduling.. evidence that Westinghouse Response-Ability should be linked to the distribution of your product.

Hooper-wise, it's wise to buy KEX.. and availabilities will be furnished by the KEX Sales Department, Portland, or through the Paul H. Raymer Company.

WESTINGHOUSE RADIO STATIONS Inc

KYW • WBZ • WBZA • KDKA • WOWO • KEX

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX
KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.



This little calf is to draw your attention to—



\$3,654,046,000 Cash receipts from the livestock market in 1944, went into the farmer's pocket in the 12 states covered by MVN.

Mississippi Valley Network is a wired Regional Network which you can buy without paying Metropolitan rates. The states in this rich and - ripe - for - sales market are: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Montana, Nebraska, North Dakota, South Dakota and Wisconsin.

THRU 74 affiliated stations, the Mississippi Valley Network (operated by North Central Broadcasting System) keeps your product in intimate touch with 1,600,762 farm radio homes. An exclusive listenership with programs beamed for this farm audience exclusively. Mr. and Mrs. Farmer want to know briefly how the war news affects farming . . . want the latest Washington agricultural bulletins . . . want complete market reports . . . are vitally interested in weather forecasts and local temperatures . . . want "live" musical entertainment for early morning pep-up. MVN delivers this to the country's most affluent rural territory without the cost of metropolitan rates. No other network offers this exclusive early-hour farm audience.

AVAILABLE FOR SPONSORSHIP:

6:00 AM Mississippi Valley Time (complete network)
7:00 AM Agriculture and the News
9:30 AM Features for "Mrs. Farmer"
12:15 PM News and the Farmer's Views

Contact any NCBS office for cost estimates and further details

Mississippi Valley Network

OPERATED BY

NORTH CENTRAL BROADCASTING SYSTEM, INC.

JOHN W. BOLER, President

New York
Empire State Bldg.
Lexington 2-6892

St. Paul, Minnesota
First National Bank Bldg.
Cedar 8579

Chicago, Illinois
360 North Michigan Ave.
State 0361

and telephone numbers of OPA persons responsible for the administration of price regulations; (2) Lists of all OPA price regulations and amendments, together with the branches responsible for their issuance and administration; (3) Alphabetical index of commodities and services under price control, indicating the applicable price regulation for each and the subdivision of OPA having jurisdiction; (4) A separate alphabetical list of the products and services, arranged under the branch to which they are assigned.

Consumer Credit Controls

Has any definite Government policy been reached on continuation of consumer credit controls?

Best indication of Government thinking on this subject is a statement by Ernest G. Draper, Federal Reserve Board member, in the Board's official publication, to the effect that consumer credit controls should be retained during the initial period when consumer goods begin to arrive on the market. Such controls would continue limitations now in effect on time purchases, purposes for which money may be borrowed, etc.

Draper contends that continuation of these controls would help check inflation, and Federal Reserve will have plenty of support on that stand. The Treasury Department is not yet willing to set forth a definite policy, but eventually will take a hand in deciding just how far these controls would extend. OPA is heartily in favor, viewing credit control as an important adjunct to price control.

Please Share

Your Copy of Sales Management

With Others

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 1, 1945

There Are Big Savings, But—

THE PANACEA FOR POST-WAR ECONOMIC ILLS is supposed to be the total war savings of more than \$140 billion. The increase in accumulated savings since Pearl Harbor (the increase over normal savings) is about \$90 billion.

But only 65 billions are in the hands of individuals, and while this may increase to 85 billions by the end of 1945 about 35 of this must be considered as a normal increase, leaving only 50 billions of "above normal" savings.

There are two factors about this nest-egg of individuals which deserve attention. The first is that whether these savings will be spent on the purchases of goods outside of the absolute necessity class will depend to a very great extent on the job and wage scale structure after the war. If people find their incomes cut and their job tenancy insecure, they aren't going to spend their nest-eggs unless absolutely forced to do so.

The other factor is that it is estimated that at least half the savings will belong to people in higher income brackets—those people whose liquid savings don't make much difference in the amount of money they spend for goods. A governmental survey found that two-thirds of all consumer units had incomes of \$2,500 or less, and that this groups accounted for only 11% of all savings.

But at this time there doesn't seem to be any sound reason for expecting a bad employment situation, and if this assumption is correct then people will use a considerable part of their wartime savings—as they have always used savings—as down-payment for buying consumer durable goods on some kind of installment plan. But we would like to emphasize again that the total amount of money which might conceivably go into expenditures of this kind is nowhere near the \$140 billion figure which pops up in the public prints so often, and, as will be stressed later, installment buying is under Federal control.

Advertising's Biggest Year

LAST YEAR THERE WERE 1,628 ADVERTISERS who invested \$25,000 or more in weekday or Sunday newspapers, general magazines, farm journals or chain radio.

The number of advertisers represented is 129 greater than in the volume covering 1943 and 421 more than in the 1942 tabulations.

In 1944, for the third consecutive year, Procter & Gamble was the biggest of all advertisers. General Foods, General Motors and Lever Bros. remained in the second third and fourth places. Sterling Drug, sixth in 1943, moved up to number 5. General Mills, seventh in 1943, climbed to the number 6 spot, while Colgate-Palmolive-Peet moved from ninth to seventh. Coca-Cola held to its No. 8 position and Liggett & Myers to its No. 10. New-

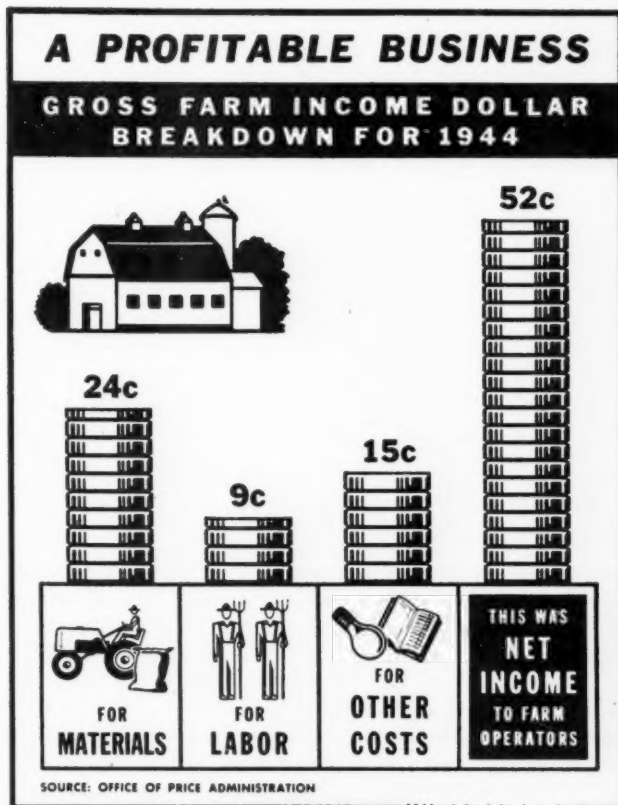
comer to the list since 1943 was American Home Products Corp.

It is regarded as a practical certainty that 1945 advertising will reach a new record. Last year an estimated \$2,270,000,000 was invested on all forms of advertising, and this is second only to the 1929 peak of \$2,340,000,000. Commitments to date already indicate this year will top the 1929 figure.










There are sound reasons for believing that an even higher record will be set in 1946 when peacetime manufacture will be much closer to normal—and when newspapers, general magazines, farm journals and business magazines will probably have more paper, even if not enough paper.

Today the paradox in the advertising picture is this fact: many manufacturers have spent record amounts during the war to discourage buying of scarce products or to encourage stretching of their use. Now these producers are generally prepared, as they get the goods, to spend more than ever before persuading the public to buy again.

A great majority of manufacturers are not lulling themselves to sleep by assuming that people's buying habits post-war will necessarily follow the pre-war pattern. The



The total for individual savings, discussed above, does not differentiate between savings of urban residents and farmers—but if a survey were made, it would show farmers with extremely high average savings.

HOUSING AND THE WAR			
NEW DWELLING UNITS IN NON-FARM AREAS			
YEAR	1 FAMILY	2 FAMILY	MULTI-FAMILY
1939	 399,000	 29,000	 87,000
1941	 613,000	 34,000	 68,000
1944	 145,000	 11,000	 13,000

SOURCE: U. S. DEPARTMENT OF LABOR

Experts connected with building and architectural magazines estimate that there will be at least four big building years after the war. Today the Government is relaxing building restrictions in certain areas, and individuals stand in line for hours waiting for the official OK. Greatest demand is for houses up to \$7,000.

American Can Co., for example, is spending nearly a half million in 120 Sunday newspapers to remind the public that beer in cans is coming back. Westinghouse Electric revealed during the fortnight that it will double its advertising of home appliances during the last half of this year, compared with the first half.

Even in those lines where there is real pent-up demand—automobiles, washing machines, refrigerators, radios, electric irons and the like—manufacturers are being realistic and are expecting a hotly competitive situation. They don't kid themselves that the pent-up demand will last forever.

Starting Free and Clear

IT'S NOT STARTLING NEWS that consumer debt is much less than before the war, but perhaps you will be interested in some details available through the Federal Reserve Board. The outstanding consumer installment loans of commercial banks, credit unions, small loan companies, and industrial banking companies were, at the end of April, 57% of the total prevailing in December, 1941. Perhaps the change in purchasing habits is even more closely exemplified by the department store sales of the country. For the month of April the cash sales of department stores reporting to the FRB were 72% greater than for the same 1944 month. Charge account sales were 7% greater, but installment sales were 51% less.

But while demand from here on out is likely to be greatest precisely in those goods which customarily are sold on credit, present evidence is that the FRB does not contemplate an early revision of Regulation W, which governs the terms of installment sales. This is a part of the anti-inflationary program. Officials of the board believe that relaxation of credit controls should come only when it looks as though business might start to take a turn for the worse. Other phases of the anti-speculation program, to be presented soon to President Truman, include a lifting of margin requirements on securities to 60-75%, perhaps later to 100%; requirement of immediate cash payments as high as 35% for farm land and urban real-estate; increasing the holding period on capital gains taxes to 3 years.

If you are interested in the consumer credit problem and the thinking of Federal Reserve Board officials, send 20c to the FRB in Washington for a copy of the May issue of the *Federal Reserve Bulletin*. The board has also published separately a Retail Credit Survey covering the year 1944 which it is distributing without charge. It covers sales, receivables, inventories and balance sheet positions for particular industries by districts and for particular cities.

Significant Shorts

SM in the Foxholes: Here is an interesting item—to us at least—from our own "Dave," now Lt. Col. E. W. Davidson, and soon—we hope—again a SALES MANAGEMENT Editor.

You'd have been surprised, possibly, to have run across as many men as I have, in strange places, who know and like SM. One in Guam said he was selling you an article.* Another was a propaganda officer riding in a spray-splashed landing boat in Okinawa Bay. Another one ducked into the same foxhole with me the first day ashore. Two were here in Oahu. Well it goes to show that sales guys and ad men are in this war. Oh yes, another was a dirty, hard-working sergeant of the Air Forces sitting one night on top of a big dugout on the edge of Yontan Field . . . that's a much-strafed field on Okinawa, and that's the dugout whose sign said, "Through these portals pass the fastest men in the world." It was hit later. Several fast men did not come out.

* Editor's note: It's a swell story too, to appear in the following issue—by Henry Knowlton, ex-Chrysler Airtemp, on products which the soldiers have learned to like during the war, and which they will want post-war.

Food Stores Challenge Druggists: According to a survey appearing in *American Druggist*, 42.6% of independent grocery stores now sell patent medicines, 41% packaged vitamins, 38.8% face creams and powders, 48% hand lotions, 48% hair shampoos, 50% household brushes, 53% tooth brushes, 82% razor blades, 86% cigarettes. Druggists don't like this contention of the food industry that vitamin concentrates, first aid supplies, feminine needs and similar items are not the vested property of the drug store.

Your Policy on Discount Houses: Operators of discount houses in New York are bragging that in the first post-war year they will do a \$500 million business. Half that figure is estimated as the best pre-war year. They are going to be an "easy" outlet for your merchandise—but do you feel that it is good policy to sell them? WPB's plan to channel work clothes through company stores or company departments have stirred up a hornet's nest of contention between and among companies and retailers, and has WPB in a mess it wishes it were rid of. As Glenn Griswold points out, it may seem good public relations to arrange for employees to buy goods at cut rates through company shops or some cooperative organization, but the plan is full of dynamite. For every one of your employees you might please by such a move you run the risk of antagonizing at least one independent retail dealer who has some measure of control of the purchasing habits of several hundred of your possible customers.

A Bill of Rights for Sales Executives: One of the most significant items ever to appear in this magazine is the 11-point platform adopted by The National Federation of Sales Executives. You will find it in the space usually reserved for Ray Bill's "Comment." It is a platform which ably and convincingly ties up the national welfare with that of sales executives and salesmen; it is unselfish, logical, forward-looking.

—PHILIP SALISBURY

It takes a year to make a soldier—it may take longer to make the soldier into a civilian. But if the veteran has a reasonable aptitude for sales work, and he is capably directed, he should have an above-average chance to make good in a selling job.



Ewing-Galloway

The Returning Veteran—Will He Make Sound Sales Timber?

Yes is the answer—provided you understand him and give him a strong, sympathetic type of leadership he can respect. Mr. Kelly believes veterans will be trainable, will respond to an atmosphere of healthy competition, will perform courageously against odds.

BY PHILIP J. KELLY
Vice-President and General Sales Manager
Carstairs Bros. Distilling Co., Inc.
New York City

WILL veterans make good salesmen?

If you have not already faced the issue, you are going to face it soon—it can't be ducked because there will be eleven million men returning from our Armed Forces.

To prepare to answer the question properly, you'd better get acquainted with the returning veterans and their problems.

The executive who has been through the mill himself and is entitled to wear a veteran's pin will be inclined kindly toward the new, younger veteran — and in most cases will try to be helpful.

But the writer, a veteran of the last war, knows from bitter experience that often the sight of a well worn uniform, a pair of wings, a decoration or citation arouses envy in the mind of the man who, because of either choice or circumstance, was in a safe civilian job while the applicant before him was risking his life. This is a sad psychological fact which has too often as-

serted itself. Non-veteran executives must be on their guard—and erect a barrier against this self-protective, mental infestation.

The following facts regarding the veteran must be kept sharply in focus:

1. It takes a year to make a good soldier—it may take longer to make a good civilian out of a soldier.
2. The discharged veteran will miss his outfit. He will be an outsider looking in—unless you give him a sense of belonging.
3. The discharged veteran hates to take off his uniform which has made him a distinctive individual. Without it he is just another civilian—and looking for a job in the bargain.
4. The soldier has the advantage of group security. This group security as a civilian must be re-established quickly.
5. Returning veterans will seem older than they really are—because of the many experiences crowded into their lives in such a short time.
6. Ordinary Americans tend to be

provincial—because of their limited geographical experience. Many of our returning veterans will be world travelers and you may seem very provincial to them.

7. All soldiers away from home tend to idealize their memories—without changes. The stark reality of things as they really are will be a severe jolt. For instance—the sweetheart may have grown fat—the worried wife has grown gray and has lost her glamor—the first baby has grown up to be an awkward child—the paint has faded on the house—the cute little apartment looks awfully small and, besides, the ventilation is bad.

8. Many ill-adjusted veterans will seek to maintain their distinction as soldiers by maintaining nervous symptoms which set them aside from those who have not been in battle.

9. Many veterans will seek protection from realities by seclusion.

10. Others will express the injustice of the whole war through loud protests which make them seem distinctive for the moment.

11. Others will seek escape in adventure—legal or illegal—romantic or monetary—business will be a good outlet.

12. Still others will escape realities through over-indulgence in liquor, a situation fraught with danger.

The maladjusted veteran will not be a good salesman. Salesmen are the victims of their own minds—inasmuch as they are alone most of the time. The G.I. Bill of Rights guar-

antees the veteran many things. But the G.I. Bill of Rights is often misinterpreted. A forward-looking sales executive will get thoroughly familiar with this Bill of Rights, know all the highlights and be prepared to discuss the details with the returning veteran to help him get all he has coming—if he wants it.

There are many reasons why a normal veteran, joining a strong sales organization, blessed with inspired leadership, may find his niche, succeed, and become a happy civilian quickly.

To begin with, the veteran who misses his gang, his outfit, and the *esprit de corps* in the Armed Forces which reaches right down to the individual squad, may find himself alone in the world and with a sense that he does not belong to anything until he joins a sales organization that holds frequent meetings.

Work Cures Maladjustment

A strong district or branch manager who meets with his salesmen each week can quickly fill that void in the veteran's life.

There is no experience which is more engrossing and no other factor which gives one the sense of belonging, of team play, and of self-importance, more than attendance and participation in a constructive sales meeting.

If the veteran is exposed to these experiences at least once a week and becomes vitally interested in the sales courses and orthodox sales approaches to various commercial problems, he will soon find that it takes all his waking hours to do everything which is expected of him and he will very quickly find his personal, psychological problems submerged in a welter of business problems.

Another factor which the veteran will crave will be recognition. The Armed Forces give it to him—service stripes, ribbons, medals, citations, promotion. Whether he has had a job or not, if he is a young man, he will look upon business as a static affair. In the ordinary commercial job there is little recognition, relatively slow promotion, and certainly no service or wound stripes, or medals.

But in a live sales organization, recognition is one of the prime tools of the smart sales manager. The monthly contests, the weekly letters with the pat on the back, the comparison of quotas, the attainment records—all these devices which express recognition—will give to the veteran the opportunity for distinction and will certainly add to his sense of belonging.

The Armed Forces have done a good job of indoctrinating our fighters. They will return from a crusade—perhaps better informed as to their objectives than the old crusaders themselves.

Veterans are likely to be star pupils in any sales course. Veterans will respond to strong training programs with suitable recognition for progress because they have been ideally conditioned by their military experience.

The successful soldier is an aggressive soldier. Combat experience encourages aggressiveness—the rewards and penalties are graphically illustrated in the Army. An aggressive veteran who lands in a routine job which discourages aggressiveness will develop a sense of frustration and find outlets other than his business.

However, if properly directed, the aggressive veteran who becomes a salesman will find opportunity to express his natural aggressive instinct—in action every day and most days, many times.

He will find it his most valuable asset in closing an important contract—perhaps one in some distant and strange territory against rugged competition. It will fortify him against wilting or backing down in the face of a tough transaction.

Army Training Cashes In

The writer vividly remembers a case in point where the aggressiveness and persistency developed as a combat soldier in World War I stood a green salesman in good stead. As a representative for a tire company he was aghast one day to discover that 26 of his customers were out gunning for him and his company. The reason? Fifty-two rear tires had blown out the first day in a heavy haulage job.

Because he fought through until a proper settlement and replacement were made by the manufacturer the green selling hand won the friendship and respect of both his branch manager and his customers.

Some sales executives are eager—and have taken definite steps—to make sure their sales organizations get their shares of these qualities young veterans have to offer.

One rubber company sales executive, a veteran himself, already has several salesmen who are ex-soldiers. He has requested each of these to consider his former outfit and select two men who seem to have the stuff that makes good sales representatives. He tells his men, "Pick out the best man in your outfit, even if it's the colonel, and sell him the idea that our company is the one he should work for."

That alert sales executive right now

is tapping a rich source of sales talent for his organization's post-war future.

As another case—a large oil company has its representatives in the service on the lookout for good mechanics, particularly Air Corps technical sergeants, who will make good service station operators. They are talking to them right now—in terms of post-war planning. This policy will not only improve the company's distribution, but also their mechanical service.

Of course, there are some sales executives, especially those who have ridden into their jobs during the soft wartime sellers' market, who will not be equipped to appreciate and utilize the qualities young veterans can bring to a selling organization. Jealousy of a young ex-soldier's aggressiveness and persistency can well work to a company's disadvantage. Practically the same may be said of territorial supervisors.

Let both sales manager and sales supervisors be capable, experienced and understanding, and the young ex-soldier will accept and respect their leadership just as in the Armed Forces he accepted the leadership of his commissioned officers and sergeants.

Career with a Future, Lures

Because good leadership is the major essential of any successful selling organization, it might be advisable for companies to appraise its sales executives and supervisors now. Seniority should not stand in the way if by reason of senile decay or downright laziness they have become flabby, inefficient and pessimistic. These men may be salvaged by direct treatment. Under no circumstances, however, should they be left to direct veterans who are used to good leadership and ready to respond.

Servicemen have been deeply incultured with a deep pride in their particular outfits. Those who join an up-and-coming sales organization will find a ready substitute for the pride they had in their military organizations. This pride can be quickly transformed into a practical pride in the company with which they are affiliated, and a smart sales manager will recognize this *pride in company* as a most helpful factor in achieving goals.

In discussing selling as a career with ex-soldier candidates the sales manager would do well to stress the fact that selling is, to date, one game which permits a man to work as hard as he wants to. This is important because young veterans will be attracted to a career that holds a real future—and compensation that is determined by the extent of his own ambitions.



... and the minds that dream up spectaculars haven't lost their skill either. When the lights went on again on Broadway, after three years, this giant spectacular sign, advertising Schaefer's Beer, was one of the first to brighten Manhattan skies. The figures even dance!

Campaigns and Marketing

New Panel for Cans

To provide more adequate information for the consumer at the point-of-sale, a new shielded consumer information panel, adaptable to the individual U. S. graded labels of the brands and products of its canner members, is announced by the U. S. Inspected Foods Educational Service, New York City. The new labeling section, which will be plainly visible, will appear on the opposite side of the can from the packer's brand name. It is a modernization of the group's 1942 "x-ray" type recommendation for canned fruits and vegetables which were voluntarily graded with the "U.S." prefix.

This certification indicates continuous plant inspection grading by the U. S. Department of Agriculture. The new format was so enthusiastically received that it is also incorporated in new labels by other members who saw the shielded panel at its introduction during a board meeting of the Service recently in New York City. Whether it is adequate for consumer preference over competitive labels will be determined for the group by results of their nation-wide survey of members' brands, released to 3,000 consumers two weeks before the new labeling announcement had been made.

The new style recommendation calls for description, grade, and information sections enclosed in a large inspection shield, with a different color for each grade. Grading by A, B, C—Fancy, Choice, Standard, or 1, 2, 3, may be executed by the canner or the government. All must follow the U. S. Standards if the grade labeled product is to be shipped in interstate commerce.

Calvert's Novel Campaign

Something new under the advertising sun is Calvert Distillers Corp.'s, current advertising campaign—running now in some cities, in late July in others—in which the whiskey manufacturers go all out for brand names. The advertisements will appear from coast to coast, will have a combined circulation of 8 million.

Copy appears in the form of a message, signed W. W. Wachtel, Calvert's president, points out that after every war business must be alert to the threat to the use of brand names and trade marks. The message further states that Calvert's aim in using such an unusual advertising campaign is to "bring home directly to the American people the vital importance of brand names as a part of our American system."

One of the advertisements pays tribute to Wrigley for withdrawing its nationally advertised brands of chewing gum when the pre-war supply of quality ingredients was used up.

Whiskies, more than most other commodities, depend for sales on their individual brand names. Few people, for instance, walk into a liquor shop and simply say, "Rye." This is, of course, not true in other cases—sox or ties, for instance. Calvert's campaign makes excellent good sense in stressing now the importance of buying by brand name.

It's in the Air

Hay Fever, medical reports show, is steadily on the march. Each summer new thousands of sufferers rush to drug stores all over the country and try anything for relief. And yet druggists have been surprisingly backward about cashing in, by displays, by advertising, on the need for advice or remedies—and incidentally, cementing their customer relations.

To give the druggists a needling, Frederick Stearns & Co., Division, Sterling Drug Inc., Detroit, has prepared a four-step promotion, which is now distributed by salesmen. The promotion is built around two medical display exhibits, designed to cover the entire field of hay fever products, rather than just Stearns' preparations exclusively. Both of the exhibits are in full color and are arranged to permit easy product display. One is for windows, the other for counter display.

The background illustration depicts pollen under a microscope, shown above the common floral sources, and beneath the legend, "Hay Fever Is in the Air." Doctor's prescriptions are emphasized. The window display captures the attention of any sufferer with promises of "easier days and nights," by pre and seasonal desensitization.

In addition, the company is supplying druggists with index cards to enable them to compile a list of hay fever sufferers, mentioning the type of pollen to which the individual is allergic, and names and addresses of the individuals' physicians.

Dry Goods Plans Program

An industry-wide educational and promotional program by the Wholesale Dry Goods Institute is in the cards.

Plans are for an immediate organization of a joint Distribution Committee of manufacturers.

The Executive Committee pledged \$25,000 to inaugurate work which will cost more than \$100,000.

How Dorothy Gray Staged A Sales Tie-Up With The Film "Frenchman's Creek"

Hollywood's release of the dramatization of the best seller novel by Daphne du Maurier provided the theme and background color for a nation-wide cosmetic promotion which was seized upon by retailers as a top-notch sales opportunity with a news element.

Based on an interview
by Etna M. Kelley with

BERT CARPENTER

*Promotion Manager
Dorothy Gray, Ltd.
New York City*

AS a result of promotional tie-ups with the technicolor Paramount film, "Frenchman's Creek," Dorothy Gray, Ltd., has already sold hundreds of thousands of dollars' worth of toiletries. These sales included 60,000 miniature antique chests containing Frenchman's Red lipstick and rouge, as well as a face powder and perfume. The

chest is an actual scale model of a 17th Century luggage piece used in the film. The retail price of the combination is \$5.

The promotions were staged by Bert Carpenter, promotion manager of Dorothy Gray, under a contract with Paramount Pictures. They were on a nation-wide scale and included sending on tour the lavish wardrobe worn by principal players in the motion picture: Joan Fontaine, Arturo de Cordova, Basil Rathbone, and Nigel Bruce. (In the period depicted by the film, the finery of men outrivaled that of women and today's fashion designers are still borrowing from it.)

Seventy-five key stores built store-wide promotions on the theme. One hundred others staged slightly less elaborate displays, and drug stores had window displays consisting of three-

panel sets of color art work and black-and-white still shots from the film.

Timing and careful coordination were necessary to the success of the program, which is still in progress as the film goes into its second-run stage. The promotion by Dorothy Gray began last August, with a plug by Arlene Francis on the firm's "Blind Date" radio program, in which Arturo de Cordova participated.

It was in August, too, that Mr. Carpenter unfolded the selling plan for Dorothy Gray field representatives at the company's annual sales meeting in New York City. The high point of the convention was a 17th Century banquet at the Waldorf Astoria, with waiters in livery, with spinet and harpsichord music, candle-light illumination, and a fashion show in which the motion picture costumes were worn by Conover models. The lengths to which Dorothy Gray's management went to impress the sales staff with the importance of the promotion are indicated by the firm's importation of models of the movie settings as props for the banquet hall.

The program really got underway when "Frenchman's Creek" was re-



HOLLYWOOD STUFF: (Left) The combination package designed by Dorothy Gray for tie-up with the movie, "Frenchman's Creek," was a miniature of an antique luggage case shown in the film. It was priced at \$5 and the company reports 60,000 of them to have been sold. The event was launched at a luncheon at the Waldorf

leased to first-run theaters. On September 13, two days before its opening at the Rivoli Theater in New York City, Dorothy Gray sponsored a luncheon and fashion show of the original costumes on the Starlight Roof of the Waldorf. It was open to the public and to the press.

In setting up the program, Dorothy Gray had deliberately refrained from asking the cooperation and participation of other manufacturers. The firm's management welcomed such participation, however, when it arose from the efforts of the merchandising staffs of the individual stores. In the aggregate, a large number of manufacturers did create items tying in with the theme.

Some of the New York City manufacturers represented were: Balagur, who made a blouse inspired by the pirate costume seen in the film; Viola Weinberger, who offered two pairs of gloves; Bertlyn, who designed a stocking cap; Nellie Forman, who created two handbags; and Shirley Lipton, who created four items of headgear, including a mantilla and decorative headbands. Other items offered in stores in various parts of the country

included neckwear, a feathered muff, shoes, jewelry, children's wear, models of pirate ships (for toy departments). Book departments of many stores also took advantage of the opportunity to promote sales of the Daphne du Maurier novel, "Frenchman's Creek," from which the film was adapted.

During the opening week, R. H. Macy & Co., New York City, gave over its entire battery of Herald Square windows to displays of costumes worn in the film production, displays of Dorothy Gray cosmetics (centering around the miniature of the antique chest, which is the package for the combination), and to fashion items designed especially for the promotion. In addition to the Herald Square windows, six on 34th Street and 75 interior displays on the main floor were devoted to the theme. In the book department there was a case and counter devoted to the du Maurier novel. The extent of the space allotted the theme by the world's largest store is a tribute to its merchandising value.

To a large extent, the success of the program was a result of the accurate timing schedule worked out by



TWO TYPICAL WINDOWS: Men wore "glad rags" too, in the 17th Century . . . and their costumes are still supplying inspiration for fashion designers. (At top) A tie-in window used by Rich's, Atlanta. (Below) A colorful display at J. J. Haggarty, Los Angeles. Many department stores sponsored Gray promotions during local showings of "Frenchman's Creek."



BEAUTY AND COLOR: (Above and left) At an elaborately staged luncheon in New York, Gray cosmetic campaign was introduced with showings of some of the original "Frenchman's Creek" costumes by Manhattan's most photogenic models. Photos of the period dresses were used by many newspapers. (Right) A Macy window.





DRUGSTORES, TOO: Display materials designed for use in drug outlets were not as elaborate as those designed for department stores, but 750 retailers used them.

Dorothy Gray, by taking advantage of Paramount's advance publicity. The film company had previously bid for the cooperation of theater owners by keeping them informed of what was being done. After the production had been released to the large theaters a 24-page press book was prepared for general distribution to theaters. In it were details of the launching of the promotion in New York City. It reproduced some of Macy's newspaper advertisements and photographs of five of the store's window displays. It also gave suggestions for theater owners to pass on to local merchants, ideas for pushing the sale of the du Maurier novel, and to toy departments, promotion involving the sponsorship of building model pirate boats.

"Frenchman's Creek" had been chosen as a peg on which to hang this gigantic promotional program by Bert Carpenter during a stay in Hollywood where he saw many other screenings of films in the making. The selection was made on the basis of extensive fashion-angle potentialities of the Paramount production. Eighty-five of the costumes worn in it were selected to be sent to the stores—enough to divide into three sections, so that the promotion could be run simultaneously in three places. Each store received, in addition to the costumes, elevator cards, 200 still photographs (for use in windows, at counters and in elevators), color blow-ups of scenes from the film, and of the art work of the *Ladies' Home Journal*, in which the story had originally run as a serial.

The stores varied their methods of

participation, some of them injecting new wrinkles of their own. Some had special luncheons in their tea-rooms or restaurants. In some instances salesgirls wore "Frenchman's Creek" costumes during the promotion. J. J. Haggarty, Los Angeles, in cooperation with Dorothy Gray and Paramount, used 50 poster boards in greater Los Angeles, and spotted miniature color reproductions of the poster ads throughout the store. Haggarty devoted all its windows and interior displays to the promotion.

All stores participating in the program ran cooperative newspaper ad-

vertisements, in some instances using up to four and five pages of space, to publicize Frenchman's Red make-up and fashions.

"Frenchman's Creek" is now being shown in second-run theaters, and this stage of its life will continue for many months. Dorothy Gray will continue to cooperate locally with merchants who wish to put on tie-in promotions. The Frenchman's Red make-up brought out by the firm is a permanent addition to the line.

The "Frenchman's Creek" program is the second undertaken by Dorothy Gray. The first tied in with "Lady in the Dark." The company expects to continue its policy of hitching the merchandising of some of its products to major Hollywood exploitations, with mutual benefit. The primary requirement for any picture selected as a peg on which to hang such a program, according to Bert Carpenter, is that the film must have a good fashion angle, capable of extensive exploitation. Preferably, it should be in technicolor. A sizable sum should have been spent by the maker in producing it, so that there will be an incentive to ballyhoo it with appropriate fanfare.

Schedules of film showings are subject to change, but, since timing is important for the success of the plan, allowances must be made for these changes. The proper material must be fed to the various types of retail outlets participating, from big key stores to drug stores—always "tied up in a bundle" as a straight merchandising proposition to work to the advantage of Dorothy Gray, the Studio, and the retail outlet.



LITTLE THINGS HAVE A BIG PLACE IN PUBLIC RELATIONS

Reduced to the greatest common denominator, sound public relations consist of company attitudes and behaviors that make friends. Much attention is being given now, by top management, to the broad policies behind company public relations programs, but wide-awake firms are not overlooking the many opportunities for little gestures of consideration, generosity and friendliness that go so far toward dispelling the idea that business is lacking in humanness, or that patronage is unappreciated.

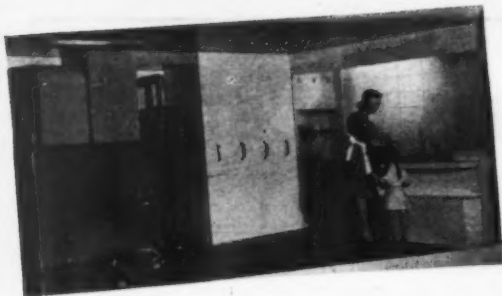
On the facing page the editors of *SALES MANAGEMENT* have noted some examples of little gestures that please people, little gestures that get talked about . . . gestures that build goodwill far out of proportion to their cost.

If top management encourages employees to adopt sound public relations attitudes, the daily routines of business will be found to furnish ample opportunity for pleasant niceties which demonstrate the spirit of friendliness. Perhaps we've been thinking of public relations too much in terms of favorable publicity, and not nearly enough in terms of fairness, thoughtfulness, consideration, and good manners.

SALES MANAGEMENT

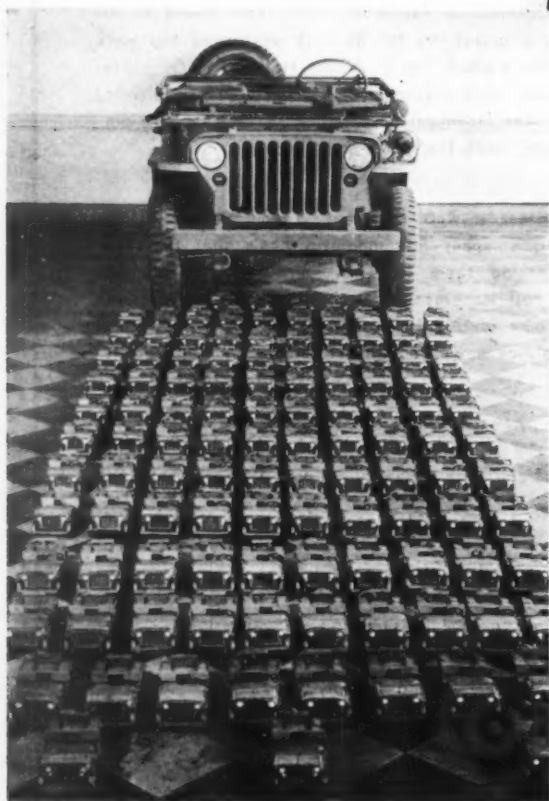
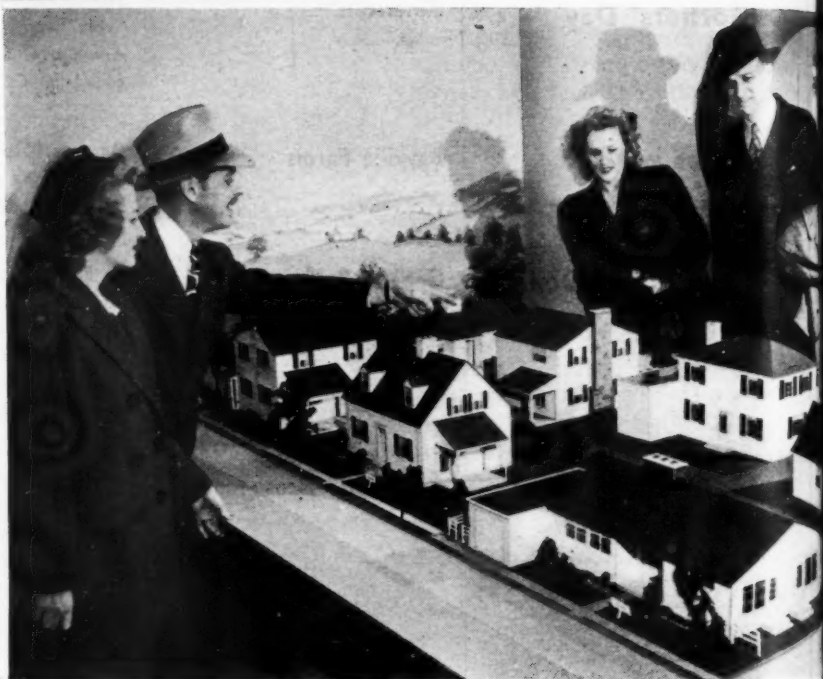
LITTLE PUBLIC RELATIONS NICETIES

The Gesture	The Company	Explanation
Information, Please	Various subsidiaries of Bell Telephone Co.	In rural areas of the U. S. many of Bell's subsidiaries give such services as time of day, the schedules of the local bus lines, and weather reports. They make continuous surveys of service needed by or helpful to their subscribers.
Pictures for Mothers' Day	New York Journal-American	Photographers of the newspaper's staff were stationed at each service hospital in the area to photograph the more than 4,000 "vets" who had at that time returned from various war fronts. A folder of enlarged photographs, plus negatives, was sent to each soldier's home—timed to arrive by Mother's Day.
Posies with the Milk	Bayville Farms	Once each spring the housewife finds on her doorstep, in addition to the day's delivery of milk, a large wax-paper wrapped bunch of pink and white peonies—a yearly gift from Bayville.
Courtesy to Dealers	General Baking Co.	To head off wartime lapses in courtesy by salesmen, a contest was devised to help improve relations between them and their store-owner customers. A colorful pin with four initials (CM-TY) reminded the employee to say "Good morning," and "Thank you." A \$2.00 prize was offered to any store owner guessing the meaning of the four letters.
Mail for the Boys	American Viscose Corp.	This company ran full-page newspaper ads in seven cities where its plants are located, listing the names and addresses of former employees who had entered the Armed Services, and urged readers to write Christmas letters. The Personnel Department offered its help in obtaining addresses of servicemen not listed in its ads.
"The Check's On Us!"	New York Central System	When the "Commodore Vanderbilt" was storm-bound in Albany New York passengers for its next westbound trip were required to take a coach trip to Albany to board it. On entering the coaches, each passenger was given a note explaining the reason for the inconvenience and asking each to have dinner that evening "with the road's compliments."
Consideration for Employees	General Box Co.	Knowing that fear or worry about a job's permanency affects efficiency, this company lets employees know that the management is behind them. A "traveling show" of products planned for post-war manufacture was shown to salesmen first, and is now touring the country so that all of General Box Co.'s employees may have a chance to see it.
Play-Backs	Scripto Mfg. Co.	George Hicks' news broadcasts from Europe over the Blue Network call by name many of the men who are fighting overseas. Naturally such news items provide a thrill to the families; and that their pleasure may be more permanent, Scripto sends to the families of the servicemen mentioned a recording of the broadcast.
Take-Home Movies	Motion Picture Industry	Each delegation to the United Nations Conference in San Francisco received with the compliments of the motion picture industry a news reel covering important conference events and special sequences showing activities of that delegation. The reel was packaged in a leather case lettered in gold.



IN DETROIT: (right) The United Savings Bank of Detroit and the Peoples Outfitting Co. cooperate with the House-of-the-Month-Club plan in staging an exhibit of a group of model homes in a village . . . during the first month it was on view nearly 5,000 persons visited it . . . manufacturers also participate, using dioramas which fit into wall spaces measuring 40" x 32" x 24" . . . shown here (upper left) the Timken Silent Automatic display and (upper center) Westinghouse exhibit . . . the bank distributes postcards on which prospects signify their interest in homes, also House-of-the-Month booklet, "Plan Your New Home Now" . . . the store distributes a booklet emphasizing furnishings, draperies, carpets, etc.

JEEPS BY THE THOUSANDS: Willys-Overland Motors makes use of thousands of 12-inch models of its famous Jeep . . . built by wounded servicemen, jeep models will be awarded as prizes to boys and girls and to adults who make good Bond-selling records in the 7th War Loan Drive.



Models Are NEWS

The list of companies using scale models in one way or another is growing apace. Goodyear uses models of fixtures and parts to help dealers plan their stores. General Electric has models not only of fixtures, but also of its appliances, to help in the planning of department-store household equipment sections. *The National Provisioner* uses models of sausage rooms and other plant layouts: complete even to uniformed figures of workers. With desk-top scale models of unit substation apparatus, Allis Chalmers shows engineers how to plan for modernization of power distribution. Chrysler has been showing in its advertising illustrations how the firm's engineers use scale models of machines to work out arrangements for factories. The Monthly Small House Club, Inc., New York City, supplies to banks a service through which these institutions line up prospective home owners, who save and agree to get their mortgages through the respective banks. Member banks receive monthly packages of material under this plan, and a great many buy models of the homes, which are displayed in the banks or in local department stores. Some typical applications are shown on these pages.

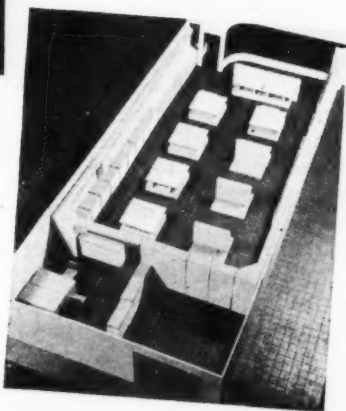


MODERNIZATION AIDS: To help retailers modernize their stores, the General Electric Co. has built two scale models of model electrical appliance departments . . . one was shown recently at the National Retail Dry Goods Association exhibit . . . the other was displayed at the Housewares Show in Chicago last winter. They consist not only of architectural features and fixtures, but show merchandise as well—refrigerators, washing machines, toasters, ironers, even a complete kitchen, accurately scaled.

IN THE PUBLISHING FIELD: "The National Provisioner" had a sausage room made up in the scale of one-half inch to the foot and then photographed it to show readers a proper layout for such departments. . . . Not only were architectural details, furnishings and equipment included, but there were even models representing the workers. . . . The editors of the magazine believe that photographs of setups such as this one are more useful than floor-plan drawings, since readers get a better perspective of the model.



MERCHANDISING LABORATORY: Goodyear Tire & Rubber Co. (left) has set up a visual merchandising laboratory as part of its Dealer Division. In it is an adjustable, miniature model store, with open-vision front and movable fixtures and parts, scale models which may be arranged according to space and dimensions of a dealer establishment . . . (below) the camera looks down on a miniature dealer store which was arranged and studied by members of the staff of Goodyear's Dealer Division to help dealers to modernize.





BY

E. A. GEBHARDT

President
Gebhardt and Brockson, Inc.
Chicago

A Heart-To-Heart Talk With Salesmen About the Company's Advertising

Far too few companies make an intelligent effort to explain the advertising program to the selling force. Here is a fine example of such a presentation. It was made before the sales staff of the Tractor Division of Clark Equipment Co. by E. A. Gebhardt, president of the advertising agency handling the company's account.

MOST selling falls into two broad classifications: the sale of consumer goods, and the sale of capital goods. Consumer goods include cigarettes, confections, drugs, packaged foods, and the like. Capital goods—machinery and equipment for example—are so-called because as a rule their purchase is a capital investment.

Obviously the Tractor business falls into the category of capital goods.

To a consumer goods item, advertising is life's blood. Take away advertising from such a product and it will die. In the marketing of such goods, advertising is often the Number 1 sales influence, and the salesman is Number 2.

But with capital goods, the picture is somewhat different. Capital goods products are usually developed out of intense engineering study, and technical research goes on continuously to make sure that the product will maintain or improve its competitive position. More than that, engineering is very frequently a vital factor in de-

signing or developing the application of the products.

Clearly, the sale of such products is based on painstaking study of the needs of the prospect. It often involves numerous engineering conferences. It calls for careful personal cultivation by the salesman. With few exceptions, personal selling is the Number 1 factor in the sale of capital goods. Industrial buyers just don't buy heavy equipment off the shelf or from catalogs.

You might naturally ask where does advertising come in on the sales of capital goods? While advertising is and always will be secondary to the salesman's effort in the selling of goods such as Clark Tractors, the ideal combination for the greatest effectiveness, greatest speed, and lowest cost is *selling plus advertising*.

That is the right way to refer to these two great business-building forces: Selling plus advertising. For they are not the same thing.

You can sell without advertising. You can sell better, faster, at less cost *with* advertising. It is these three con-

tributions to selling which have established advertising as an economic essential in the marketing of capital goods. They are (to repeat): greater effectiveness, greater speed, and lower cost.

It is well established as an economically sound principle that well planned advertising reduces the cost of selling. In 1925 the automatic refrigerator was just coming into its own. The number sold was 75,000, at a magazine advertising cost of nearly \$6 per unit. Fifteen years later, in 1940, 2,365,000 refrigerators were sold, and advertising cost dropped to a little over \$1 per unit, while the price per machine dropped from a 1925 average of \$425 to an average of \$165. Eighty-four per cent less cost to advertising, 60% less cost to own!

"But," you might say, "mass production did the trick." Admitting that, what brought about mass production? The answer: 1. Low prices depend upon mass production. 2. Mass production depends upon mass distribution. 3. Mass distribution depends upon mass advertising. 4. Thus, low prices depend upon mass advertising. The refrigerator is just one example.

If I have gone to some lengths to sell advertising, it is not because of any doubt as to your belief in it. Rather, I should like to have every one of you see advertising in its right perspective: to see it as a useful tool which, when rightly planned and



AMERICAN MORTAR CREW IN ACTION ON PACIFIC BATTLEFRONT. SOLDIER AT LEFT IS GETTING TELEPHONE REPORTS FROM AN OBSERVER.

Millions of Military Telephones

In the last five years the Bell System has furnished millions of telephones for war, including 1,325,000 head sets for air and ground forces and more than 1,500,000 microphones. . . . Also more than 1,000,000 airplane radio transmitters and receivers . . . 4,000,000 miles of telephone wire in cables . . . a vast quantity of switchboards, gun directors and secret combat equipment. That helps to explain why we are short of all kinds of telephone facilities here at home.

BELL TELEPHONE SYSTEM





The Fight for Freedom from PAIN

"It's not going to hurt, son... not any more." The "cold magic" of *Refrigeration Anesthesia* is a revolutionary new technique in surgery. The York FlakIce Machine can produce ice in a few minutes to numb screaming nerves, easing pain. The York Corporation, York, Pa., also makes equipment to provide, at will, any desired temperature, humidity or any weather condition on earth.

This company selects Strathmore paper for its letterhead as a symbol of achievement and high standing. YOUR letterhead should represent the excellence and accomplishments of YOUR company. Today, when lighter weight papers are necessary under government rules, quality is more important than ever. The Strathmore watermark is your assurance of that quality.

STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

YOUR WASTE PAPER IS URGENTLY NEEDED—Over 700,000 war items, shipped to the fighting fronts, are either made of or packed in paper. Much of this paper is made by re-processing waste paper. Clean out your old files and obsolete printed matter and get it into the hands of your local waste dealer or salvage committee immediately.

rightly used, will help you get the kind of business you want, get it quicker and cheaper—and *keep it*.

You will see now, I believe, why I object to the definition of advertising as printed selling. Actually, with the exception of mail-order advertising, selling and advertising are two different things. Generally speaking, their functions are entirely different.

Look at it this way: The purpose of the salesman is to *sell*. The purpose of an advertisement is to *tell*.

A salesman's objective is to get the prospect to do something. An advertisement's objective is to get him to believe something.

Advertising A Fertilizer

Advertising has been likened to many things; it is often spoken of, for instance, as a fertilizer. And that's exactly what good advertising is, for a business like this: a good fertilizer. It prepares the soil, enriches it with the respect and good opinion of men who buy the equipment you sell. It makes harder crops, bigger crops, more valuable crops. You are the farm hands. You drive the tractors that pull the plows and the seeders, cultivators and harvesters. You do the arm and leg and back work. But this you know: *You get what the soil produces.*

Through more hours of work and greater mental effort, you may wring from it a few extra bushels, but never can you get rich bumper crops unless you replenish the soil's nourishment with good fertilizer year after year. And every farmer worth the name knows that.

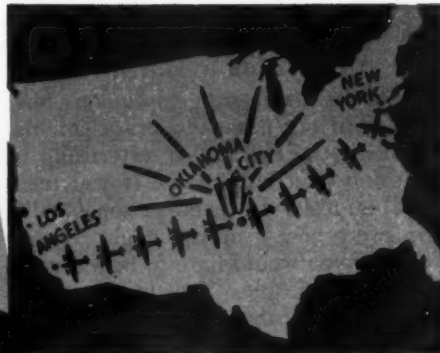
Advertising is one of management's long-term problems to be dealt with. It has to do with the firm's public relations and with its reputation. Advertising is a form of insurance. It is the duty of alert, wise management to insure the market for its products, to make certain that there will always be a sufficient number of potential users.

Particularly today is advertising essential, as the world faces the transition period of post-war, the period of reconversion to peacetime industry. For the rude fact is that the market has changed, and will probably change again, when the Armed Services pour their millions of young men back into civilian activities.

Clearly, advertising has a vastly important job to do to register the name "Clark" in new minds, to tell these new buying factors about Clark products and why industry needs them. And the same job will have to be done again after V-Day. In fact, this is the pay-off argument for continuous advertising: *the audience is always changing.*

POST-WAR BUYING HAS BEGUN

Two thousand electric irons advertised in the Sunday Oklahoman brought block-long line of eager buyers who snapped them up in less than an hour. (Monday, April 9)



The inauguration of American Airlines' new New York-Los Angeles route marks the first time in 11 years that Oklahoma City has been offered east-west transcontinental air service. (April 22)

To a greater Oklahoma City of 260,000, new oil field brings added personnel of 20,000 in past two years. WPB approves \$2,175,000 home building project as result. (April 19)



NEWSPRINT restrictions have served to spur on the management of The Oklahoman and Times to continue to give these newspapers vigorous and distinct personalities.

Just as the Broadway success "Oklahoma!" has been packing 'em in at the St. James for almost three years of wartime, so have the Oklahoman and Times proved sensational box office among readers and advertisers.

An ability to adapt themselves to war-enforced limitations without sacrificing influence with readers is the answer. This capacity contributed greatly to the winning of fourth place in the 15th Ayer award by The Oklahoman . . . will gain added weight when you have normal stocks of goods to sell and are looking for an active market in which to sell them.



280,000

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN ★ WKY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Under Affiliated Management)

REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

JULY 1, 1945

[47]

COLOR MOVIES

Talk as they Demonstrate as they Sell
YOUR PRODUCTS.

COLOR MOVIES

Put Zip and Sparkle
into your advertising

COLOR MOVIES

Are the logical sales
weapon when competi-
tion is keen.

Write us for the full story.



Colorado Springs, Colorado

Nearly 10,000 theatres available

Scores of Manufacturers are
long-time users of short length

COLOR MOVIES



**\$47.97 FOR PETE JONES
THIS WEEK**

Pete is one of the million or more men and women living in the Los Angeles-Long Beach area who work in industrial plants. Pete's just a plain, ordinary guy . . . earns good dough, buys War Bonds, spends the rest for family needs. And Pete likes to listen to the radio . . .

**KGER AIMS TO PLEASE PETE
... AND DOES!**

KGER's programs intentionally are of the "middle class" type . . . the kind enjoyed by the greatest mass of people. KGER's programming, intensive coverage of Los Angeles-Long Beach, and low rates, is a hard combination to beat. Why not get the whole story?



Represented Nationally by Spot Sales, Inc.
New York Chicago San Francisco Los Angeles

[48]

Markets are like a parade—always passing. In normal times 2½ million babies are born every year, and 2½ million youngsters start school . . . boys and girls leave school to get jobs . . . ambitious lads get promoted . . . and solid young fellows move up to positions of greater responsibility.

At any given time in any business, it's easy to believe that "everybody knows about us." Don't kid yourself. One of the invaluable lessons taught us by the Clark motion picture "Pathways to Progress" was the extraordinary number of those who saw it who expressed amazement over the broad range of Clark products. At every showing many were heard to say, "I never knew Clark made that."

Advertising a Multiplier

So, for maintaining continuous contact with our huge and ever-changing audience, it is clear that advertising is the only practical means. If you men had to make frequent personal calls on every new man you ought to see, each of you would have to be a couple of dozen people. You just couldn't do it. Advertising definitely multiplies your own efforts.

The Tractor ads are your helper crew. They make calls for you, in between your visits, always reminding your customers and prospects of Clark, and the fact that Clark builds good, well-engineered equipment. This advertising persistently puts Clark's best foot forward, persistently plants in the minds of customers and prospects the things you want them to believe about Clark machines and the men who build them.

Before turning to a brief analysis of the 1945 Tractor schedule, let me give you what has always seemed to me the finest appraisal of advertising I have ever seen, written more than 20 years ago by one of the all-time great men of advertising, a man who possessed an extraordinary understanding of what leads people to buy.

Listen to this: "The secret of success is to be believed in.

"Belief in the product goes far toward creating and maintaining sales. Many items, particularly consumer goods items, can gain and hold markets by belief in the *product*. There is a bigger class of goods, however, where a belief in the *purposes and integrity* of the manufacturer is of first importance. This applies to products whose quality and satisfactory performance do not appear on the instant of use. You can tell very quickly if you like a food product or a soap; but you can't judge the excellence of an automobile or a tire or a complex piece of machinery until after you've used it for a while.

"If your belief is simply in the product itself, without reference to the manufacturer, then if the product goes wrong, your belief is weakened, perhaps destroyed, even though the defective or unsatisfactory article may be a single exception. If however, you have a belief in the maker, in his honesty and integrity of purpose, in the sincerity of his desire to render a service, then you are likely to look upon a defective article as an exception. You are in sympathy with that manufacturer. You feel that he has made a mistake.

"Happy is the manufacturer in whom the public has such a belief. He may make good the defect by replacing the faulty product, or by repairing the defect, or by refunding the customer's money. But if he deserves to be believed in, it is because the defective article is a keener disappointment to him than to his customer. Replacement, repair or refund may satisfy the customer; but none of these makes good to such a manufacturer his disappointment that his vigilance for quality has somewhere failed. Let a manufacturer of anything once get that reputation and establish that belief, and he need never be anxious about success. He has reached the real source of the buying impulse.

Value vs. Price

"What is the principal thing people want when they go to buy? In general, most people are vaguely aware that they are not good judges of values, that they can't tell quality by looking at the merchandise. Low prices attract them, but by and large they are more interested in what they get than in what they pay.

"Nobody ever knowingly and deliberately buys poor merchandise, yet vast quantities of inferior goods are sold every day. Somebody buys them, thinking they are good enough. Many buyers don't seem to realize that high quality and low price seldom go together. That brings us squarely to this fact: What people want most, what they instinctively desire, is to put their trust in somebody who will tell them what is good quality, what is a fair price, what is good value for what they pay. Buyers want to believe in somebody.

"This, then, is the highest function of business: to serve people by seeing that they get what they ought to have for what they ought to pay. And the real function of advertising is to tell people that this service is the purpose underlying business.

"This ideal of serving the consumers does not conflict with the idea of business expansion. The two go together."

SALES MANAGEMENT



"I located a company taking care of repairs for my make of vacuum cleaner."



"I found a certain brand of shoes through the Classified."



"Being new in town, the Classified has been of great use."



"The Classified enabled me to locate an electrical motor repair concern."

The Classified proves helpful at home ... in industry



"The Classified helped me get in touch with a doctor in a hurry."



PEOPLE in factories as well as at home regularly use the Classified section of Telephone Directories for information to solve their buying problems.

The examples illustrated here were taken at random from a survey among telephone subscribers and are typical of the many thousands reported.

In war, as in peace, the Classified makes life a little more convenient.



Certainly all of us here can think of no business that better fits these inspiring qualifications than this outstanding company in which we are working parts. For this institution of Clark is a living and dynamic example of that practical idealism so brilliantly stated, that the principle of able service and the idea of healthy business growth are inseparable.

There is one further fact about Clark advertising which must be mentioned. That is the equipment or general program of the Clark Equipment Company. This Clark family of products operates on that ancient and suc-

cessful principle which was the fighting slogan of the Three Musketeers, "One for all and all for one."

The backbone of Clark Equipment advertising is a series of two-page inserts printed in four colors. Each insert features one of the Clark products, a different product each month. Both sides of the insert are devoted chiefly to describing the product and the benefits from using it. In addition, each insert has small illustrations of all Clark products.

To illustrate how this works out, here is the Tractor insert of 1944. The front page illustrates the Clark

method, the basic idea of mechanized planned materials handling. The back page illustrates four types of machines—Fork Trucks, gas and electric, Clarktor-6, and Clarkat. In addition, at the side there are small illustrations of other Clark products.

It is hardly necessary to explain the objective of this series of inserts. Their function is to tell industrial executives what Clark manufactures, and to put into these minds an appreciation of the fine quality, the careful workmanship, the wide-awake resourceful engineering bred into every product.

Finally, let's look for a moment at how this advertising program can be most useful to you, how you can get the greatest value from it. For after all is said and done, that's exactly what it is for—to help you get business more easily.

Use Tools Properly

You can sell this equipment. If the management didn't believe that, you wouldn't be here. But you can sell it more easily, more quickly and more convincingly and a lot cheaper if you use the advertising as the effective tool it is designed to be.

I make these simple, specific suggestions:

1. Regularly you will receive a set of reprints of the current advertisements. Look them over carefully. Each ad has been carefully planned to deal with the materials-handling problems confronted by the particular group of readers who get this particular magazine.

2. Carry these ads with you, and each time you get an audience with a man who has buying influence, in the selection of mechanical handling equipment, show the reprints. If you have the opportunity, read the message to him. Pick out ads that illustrate subjects which are pertinent to his business. Point out how this particular application would fit into his production routine.

Remind him that Clark is a leader, doing an aggressive, intelligent job of research and engineering in the moving of materials; dealing with materials-handling as an essential phase of production and as the richest source of cost savings in the whole product cycle.

3. In between calls, keep always on the alert for opportunities to send a short letter with reprint attached to some prospect whom you are not likely to see soon, an easy 3-cent way to drive home a reminder that you are everlastingly on the job. Oftentimes, a new reprint gives you a good reason for writing an important man and pouring a little fuel on the fire of his interest.

SALES MANAGEMENT

COMPLETE STEAM GENERATING UNITS



WILL HELP "POWER" THE POSTWAR WORCESTER MARKET

The many larger industries whose projected postwar employment and production levels foretell the stability of the Worcester Market, include Riley Stoker Corporation, world famous manufacturers of complete steam generating units. Mr. F. H. Daniels, President, says, "The demand for our equipment, in terms of both domestic and export orders for peace time delivery, will be at a high level to meet the demand for boilers, that has for so long a time been unsatisfied due to war time restrictions. When materials are again freely available and manpower is released from the war effort, it should be possible to increase present production levels quickly, since no reconversion problem is involved."

Blanket coverage of this market is available with the Telegram-Gazette's circulation: over 130,000 Daily, over 80,000 Sunday. City Zone Population: 235,125. City and Retail Trading Zones: 440,770.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH, Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

NEW ENGLAND WOMENFOLK LIKE

Mildred Carlson

They sense the sincerity of her interest in the well-being of their families.. they never tire of her fresh, sympathetic approach to their problems. In countless New England households, at nine each morning, home-makers participate, for fifteen minutes, in that far-flung feminine conclave which is the WBZ "Home Forum."

Mildred Carlson sparks this well-planned, well-timed, smoothly-functioning, 6-days-a-week participation-program, now in its *fifteenth* year of broadcasting. In her competent hands, it is a balanced blend of friendly, understanding helpfulness to the individual, and to the public service.. and of deft, persuasive buying-hints to her listeners, ere they go forth to shop.

Mildred Carlson's roster of sponsors is impressive, diversified.. and enthusiastic, as their letters to her freely attest. The list at the right is typical of the clients who have shared the vast selling potential of the WBZ "Home Forum" with gratifying results. NBC Spot Sales will enlist its aid in your behalf.



1944 and 1945 participants in the WBZ "Home Forum"

Pearsall Butter Co.
Maggi Co. Inc.
Rockwood & Co.
Curtis Publishing Co.
Seeman Bros.
Soy Food Mills
Spool Cotton Co.
Houghton Mifflin Co.
Raytheon Manufacturing Co.

Oakite Products Inc.
Glidden Co.
Thomas Products Inc.
Durasol Chemical Co.
Eldred & Barbo
Park & Tilford
Bernard Ulmann Co.
Homemaker Magazine
Periodical Publishers National Committee

Natural Sugars Inc.
The Gibson Art Co.
Maritime Milling Co.
Little Crow Milling Co.
Richard E. Thibaut Inc.
Decorative Cabinet Corp.
William Underwood Co.
Chr. Hansen Laboratories

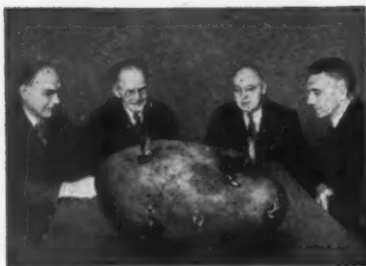


WESTINGHOUSE RADIO STATIONS Inc

KEX • KYW • KDKA • WOWO • WBZ • WBZA

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX • KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.

JULY 1, 1945



The problem of the Quick-Sprouting Potato

**TEXAS POSED IT . . .
YONKERS SOLVED IT!**

Maine digs its potatoes in August. October is potato-planting time in Texas. But it takes more than two months for potatoes to sprout. How to make them sprout sooner? Texans took their problem to the Boyce Thompson Institute for Plant Research in Yonkers. And, as usual, the Institute came up with an answer.

Quick-sprouting potatoes . . . seedless tomatoes . . . a fungus that eats up garbage . . . another that turns airplane plastics to mush in jungle warfare . . . these are but a few of the varied activities which have brought world-wide fame to this Westchester institution. Yet each year these busy top-flight scientists find time for Westchester's Victory gardeners. Come Spring, they lay aside their microscopes to give them their whole-hearted guidance. For three years the Westchester Newspapers have been privileged to publish an annual series of garden articles, prepared by this eminent group.

Readers of the Westchester Newspapers, grateful for this and other reader-services, are unusually receptive to your advertising message. Ask your advertising agency—they'll tell you!

Here are a few advertisers who have cashed in on Westchester:

Astor Coffee
Spur
Beechnut Strained Foods
Royal Crown Cola
Clorox
Birds Eye Baked Beans
Junket
Wheaties
Kellogg's All Bran
Loose Wiles Biscuits



A group of 9 daily newspapers published in 9 Westchester communities. Combined circulation 89,369—85% of which is delivered to the home in the late afternoon when the woman of the house—the home purchasing agent—is in a receptive mood for your sales message.

Represented Nationally by the
KELLY-SMITH COMPANY
New York

Coming Your Way

..... wider use of aluminum is a certainty when industries return to peacetime production. A prophecy of post-war uses of the metal in rail transportation rolled out of the shops recently in the form of a giant, 6,000-horsepower locomotive which with its tender stretches 97 feet in length. Besides the cab and running board, other parts of the steam-driven locomotive are made of aluminum with a total saving in weight of almost 6,000 pounds. This is the first of 25 scheduled for building. Also the indications are that the automobiles of tomorrow will be made lighter through the use of the metal and thus will afford greater economy of operation. Aluminum is expected to be used even more extensively than it has been in both commercial and pleasure aircraft. It is very likely to have a notable influence in architecture. Not only will it be used more extensively for such items as frames and window sills, coping, roofing and spandrels, but also in the facing of buildings. The farmer will find aluminum sheet desirable for the roofs and sidings of utility buildings; and such items as aluminum chicken coops are definitely on the list for tomorrow's farms. In the home aluminum cooking utensils, long the housewife's favorite and among the war's first casualties, will appear in new sizes, shapes and colors. Artistic aluminum ware for the dining table and aluminum decorative pieces for the living room have already been designed. Light-weight aluminum furniture for both home and office, for restaurants, clubs and railroad trains may be expected in the near future. More aluminum will be available after the war than ever before. The vast expansion which the aluminum industry achieved in these wartime years boosted production from about 327,000,000 pounds in 1939 to well over two billion pounds annually. Four years ago the price was 20 cents a pound. Today ingot aluminum is quoted at 15 cents a pound. Similarly substantial reductions also have been made in the price of basic fabricated aluminum products.

..... a new adhesive has been developed by the "Resyn" Division of National Adhesives. A solvent-free synthetic resin emulsion, it is for adhering labels to "V" board, wood, and black and galvanized iron. It also serves as a waterproof label overcoating. This product also has been found to adhere export labels firmly to synthetic rubber tires—a long-standing

problem of that industry. This adhesive is supplied in cold liquid form and can be diluted with water. When used as an overcoating, the emulsion "breaks" immediately, depositing a water-proof, transparent film on the surface. It will not cloud nor smear printing inks and it is highly resistant to abrasion. National's new adhesive can be applied by brush or gumming machine. It is said to be very fast setting and dries tack-free even under high humidity conditions.

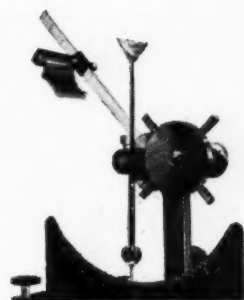
..... an upright home freezer with front opening doors and sectional inner doors for easy food storage and removal is to be produced by the Westinghouse Appliance Division when civilian production of electric



The sectional inner doors and shelves make food selection and storage easier.

appliances is resumed. The new Westinghouse home freezer will be produced in three models, starting with a six-cubic-foot size, to meet both urban and farm requirements. The two functions of freezing and storing foods will be done separately in all models. The sectional inner doors and shelves will make it possible to select specific foods from an individual compartment of the cabinet without disturbing food arrangements or temperatures in other sections. In the storage compartments zero temperature will be maintained. On the freezing surfaces temperatures will range from 10 degrees below zero to 20 degrees below zero. Defrosting, it is said, will be easy but far less frequent than defrosting a refrigerator. It will not be necessary to remove foods from storage sections.

SALES MANAGEMENT



"Nothing can be left to chance!" That is the watchword at Reynolds:

In the packaging laboratory each new problem is answered only after exhaustive tests have been made on every possible material and method.

This machine calculates the stiffness of foil, paper, laminations. One small test among hundreds!

There are twelve highly specialized departments in Reynolds completely equipped, modern packaging laboratory . . . dedicated now to the aim of developing better packaging to help hasten final victory in the Pacific:

The needs of war have brought about packaging miracles! Undreamed of improvements have been made in the rolling, laminating and sealing of foil materials.

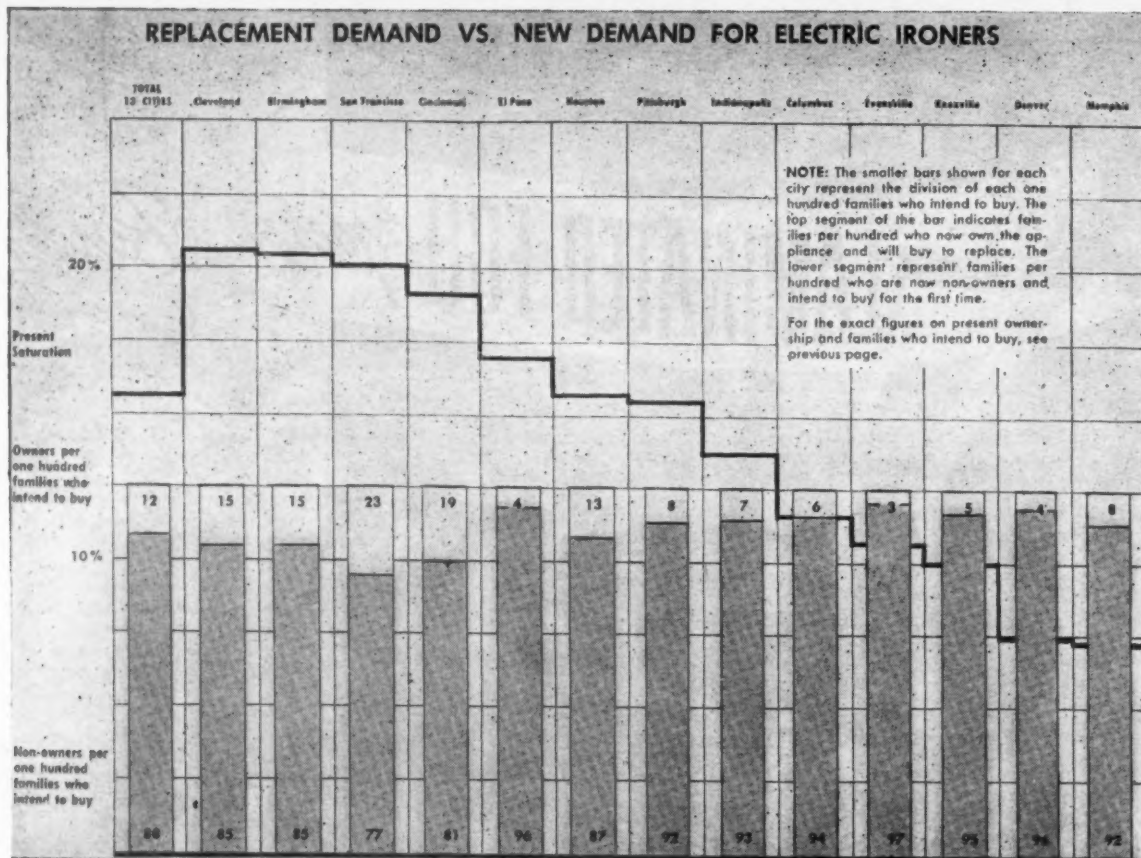
If you are interested in knowing how these new developments can help deliver your products to the public in better condition and with greater sales appeal than ever before—Reynolds technicians will be glad to tell you.

Address inquiries to—Reynolds Metals Company; Reynolds Metals Building, Richmond 19, Virginia. For 25 years the world's largest producer of foil!

REYNOLDS METALS COMPANY

Leads the way in Foil Labeling





Appliance manufacturers who make ironers will have a huge potential market awaiting aggressive sales efforts as soon as machines become available. In every city surveyed, with one exception, 10% or more of all non-owners say they intend to buy such an appliance. Scripps-Howard's study presents more charts on other products.

Scripps-Howard 13-City Survey Measures Home Appliance Market

A new study reveals current extent of usage and ownership, reports post-war buying intentions of 8,459 housewives in urban areas.

DESIGNED to aid manufacturers, distributors and retailers in evaluating the present and future markets for electrical appliances and home furnishings, Scripps-Howard Newspapers have recently published results of a survey conducted in 13 urban markets.

To get the electrical-appliance ownership picture of the moment and to determine what sort of future market exists, trained interviewers questioned 8,459 housewives (in their homes, in order that such facts as ownership and brands could be easily verified by the investigator.) Those interviewed were selected carefully according to distribution of population, race, income (based on rent and property value), type of home and home ownership.

Scripps-Howard emphatically states that the results of this survey should not be taken as indicative of any cities other than those named in the survey, which are: Birmingham, Cincinnati,

Cleveland, Columbus, Denver, El Paso, Evansville, Houston, Indianapolis, Knoxville, Memphis, Pittsburgh, and San Francisco.

As shown by the survey, radios have the highest percentage of ownership of any one electrical appliance. The average for the total 13 cities shows that 96.0% of the homes visited had radios. The tabulation for individual cities show a minimum of 1.3 sets per home (Denver and Houston), and Columbus and Pittsburgh have an average 1.6 sets per home. The nine other cities had 1.4 or 1.5 per home. Of the radio sets now in homes, 52.2% are more than five years old, and 82.6% are in satisfactory operating condition.

The part of the survey devoted to radios has been further broken down into table, console and portable or pocket types, and still further subdivided where applicable into straight radio or radio-phonograph.

When asked what type of radio they intend to buy, 2.6% of those questioned specified a portable or pocket type, 18.1 want a straight radio, and 42.3 a combination radio-phonograph.

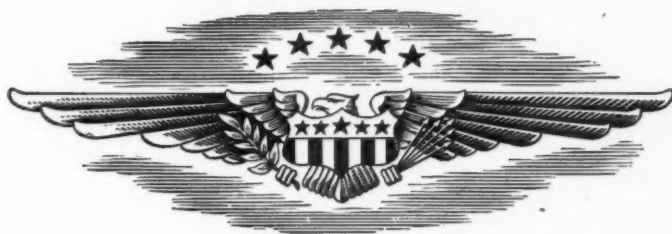
The Refrigeration Picture

Electric refrigeration with 66.9% representation has a wide margin of over 45% higher usage than the second ranking type of refrigeration. Gas has an average of 6.9% for the 13 cities. Between the two lies the standard ice box, which 21.7% of those queried still use.

Only 41.4% of the mechanical refrigerators reported on here have been bought within the last five years, but 97% work satisfactorily.

Tied in with refrigeration are Scripps-Howard's findings on ownership of home freezing units. Only 1.6% of those questioned own one at present, and an average of only 12.7% intend to buy. A majority of those who do want the home freeze unit prefer to have it included in their refrigerator.

Scripps-Howard finds that electric ranges rank third (7.1%) in types of cooking ranges now in use in homes. Gas ranges come first with 79.3% representation, coal or wood ranges holding second place with 9.0%. Knox-



**"THE HEARST PAPERS are
advocates of rugged individualism and
of the industrial independence and
enterprise which have made our country
the richest and greatest in the world."**

W R Hearst
Publisher

THE above is from an editorial written by William Randolph Hearst on April 21, 1935, on the policy of the Hearst papers.

Never were there any words more necessary to reiterate today than those of Mr. Hearst quoted above.

It was the *rugged individualism* of the pioneers that hewed down the forests, that fought over mountains and deserts to the great West and that later laid the foundation of that mighty industrial empire that today is the envy of the world.

This, combined with the "indus-

trial independence and enterprise" that asked only a free foot and a hands-off policy from paternalistic bureaucrats, has brought the American to be the most wide-awake and quickly recognizable person on the globe.

The Hearst newspapers today appeal, as they have always done, to the self-reliant American described in Mr. Hearst's editorial of nine years ago.

And that is why the Hearst papers are the perfect medium of self-reliant American business enterprises and self-respecting readers.

The HEARST NEWSPAPERS

STROMBERG-CARLSON



LOOKS FORWARD!

WARTIME production of airborne radio, radar, battle announcing equipment; field telephones and switchboards gave Stromberg-Carlson a record 1944 volume exceeding \$55,000,000.

AT war's end Stromberg-Carlson will expand to meet a wide demand for radio and television instruments. Its future with telephones, sound equipment and electronics is bright.

PRODUCTS labeled "There is nothing finer than a Stromberg-Carlson" will provide post-war employment for thousands.

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's per capita value is *highest of all*. Skilled, high-wage, finished-product workers make more and *spend more* to live better!

THIS also is true in 267 communities and the rich farm section of our 655,000 Rochester area—dominantly covered by these two newspapers.

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes
Bausch & Lomb Optical Goods
Beech-Nut Coffee
Blue Label Ketchup
Bond Clothes
Clapp Baby Foods
Cutler Mail Chutes
Delco Oil Burners
Eastman Kodaks
Evening in Paris Cosmetics
Fanny Farmer Candies
Fashion Park Clothes
French's Mustard
General Railway Signals
Gleason Gear Cutters
G-M Auto Accessories
Graflex Cameras
Hickey-Freeman Clothes
Hickok Belts and Braces
Mason & Hamlin Pianos
Matrix Shoes
Michaels-Stern Clothes
Pfaudler Glass-lined Tanks
Ritter Dentist's Equipment
Shur-On Glasses
Snider's Catsup
Stromberg-Carlson Radios
Superba Cravats
Taylor Thermometers
Timely Clothes
Todd Protectographs
Women's Arch-Aid Shoes

ville, 41.1% of whose homes have electric ranges, shows the results of the wealth of inexpensive power from T.V.A.; is responsible for bringing electric ranges up to third place, for the usage is decidedly lower than 10% in nine of the cities covered.

Of the gas and electric ranges in homes in the 13 cities today, 89.0% are privately owned; 93.6% are in satisfactory operating condition; and 42.5% were purchased within the past five years.

The survey reveals that 53.7% of those questioned own a wringer-type washing machine; 4.1% own the spinner-type; and another 4.1% own an automatic type. 38.1% have none.

27.6% of the families questioned intend to buy electric washers; 2.2 prefer the spinner-type, 13.3 the wringer-type, and 12.1 want an automatic type. Further breakdown shows that out of each 100 families intending to buy a washing machine, 63 are non-owners and 37 will buy to replace.

Vacuum cleaner purchasers register a 16.6% of the total. 60% of those questioned are owners now and 40.0% non-owners. (San Francisco is the highest of the 13 cities, with 25% of 757 families wanting a vacuum cleaner.)

THE SMALL ELECTRICAL APPLIANCE PICTURE

	Present Owners	Will Buy
Ironer	19.2	10.1
Sewing machine	23.5	12.5
Toaster		
(non-automatic) ..	33.2%	2.5%
Toaster (automatic) ..	24.1	12.6
Roaster	7.6	6.7
Percolator	24.8	5.5
Vacuum coffee maker	8.8	2.0
Food mixer	24.7	14.9
Clock	51.8	6.9
Floor lamps	79.6	11.4
Table lamps	72.1	9.2
Razor	15.7	2.3

In the section of the survey devoted to addition or replacement of home furnishings, etc., the following highlights are noted: 13.9% plan to purchase a complete living room set; 9.6% want a dining room set; 12.6% will buy a complete bedroom set; 46.1% will purchase new curtains or drapes; and a goodly percentage of those questioned by Scripps-Howard plan to purchase floor coverings.

For several appliances mentioned only briefly herein, Scripps-Howard has tabulated such facts as brand names of appliances found in the homes visited, the point of purchase (by types of stores) and the point where future purchases will be made (also by types of stores).

TIMES-UNION
Evening
ROCHESTER, N.Y.

DEMOCRAT & CHRONICLE
Morning and Sunday
Two of 21 Gannett Newspapers
Representative—J. P. McKinney & Son
Los Angeles Chicago San Francisco New York

UNCLE SAM - NEW SHIPPING MAGNATE



Pictogram

Every week some extra-important fact or trend is photo-charted and dramatically revealed to our 200,000 subscribers by means of a PICTOGRAM (Title Reg. U. S. Pat. Off.) an invention of The United States News . . . Top management men say they like the PICTOGRAMS.

"...During these times of conflicting impressions, such periodicals as The United States News are very helpful to those attempting to gather a clear understanding of current events."

C. L. JACOBSON,
General Manager,
Chrysler Evansville
Ordnance Plant

80% of all subscribers read
The United States News in the
quiet of their homes. 90%
read it from cover to cover.



200,000 Guarantee

The Direct Route to those
who O. K. both
corporate and family buying

★

Daniel W. Ashley, Vice President
in charge of Advertising

30 Rockefeller Plaza
New York 20, N. Y.

Read by 1,000,000 men & women Consumers

Mr. & Mrs. America Are Polled On Attitudes Towards Advertising

A SAMPLE of the public's attitudes toward post-war advertising is disclosed in the April 1945 Index of Public Opinion recently issued by the Psychological Corp., New York City. That the public is favorably disposed toward post-war advertising is indicated by their answers to the following question:

"After the war, do you think that the country will need more advertising than before the war, less, or about the same?"

The question was put to 2500 interviewees representing one-half of the entire sample. Of this total 39% felt that the country would need more advertising, 36% felt we should have about the same amount, 19% thought

we needed less advertising than before the war, and 9% had no opinion.

Some skepticism toward advertising, however, was revealed when the following question was asked of the remaining one-half of the entire sample of 5,000 respondents:

"As you know, some manufacturers advertise and some do not. Do you get more for your money (quality and/or quantity) when you buy from a manufacturer who advertises, or when you buy from a manufacturer who does not advertise?"

While all of 53% thought they received more for their money from an advertiser, 25% felt they got more from a non-advertiser. The balance, 22%, stated they did not know.

Survey Reveals Preferences

Because civilian production is looming ever larger on the horizon the Psychological Corp. supplemented its poll on post-war advertising with a limited though most timely survey on advertising awareness and product preferences in a few major fields such as automobiles, washing machines, radios and refrigerators.

On the subject of automobiles these two questions were asked:

Q. 1. *"What make of automobile have you seen or heard advertised lately?"*

Q. 2. *"If automobiles were on sale now, which make would you buy?"*

The final tally of the interviews disclosed the following:

Make of Automobile	Q.1.	Q.2.
Ford	20.5%	14.1%
Chrysler	7.5	4.6
Chevrolet	4.6	14.8
Buick	4.6	14.1
Studebaker	3.8	1.9
Plymouth	2.9	7.9
Dodge	2.4	4.7
Pontiac	1.2	5.1
Miscellaneous	8.8	13.8
None	29.5	8.7
Don't know	14.2	10.3

Psychological Corp. points out that the answer to the second question does not mean that these respondents are in the market for a specific make of automobile. Rather they have given the make which they think they would buy if they were buying a car. It represents the net results of all influences, not only recent but remote.

On the matter of washing machines the interviewees were asked:

Q. 1. *"What make of washing machine have you seen or heard advertised lately?"*

Q. 2. *"If washing machines were on sale now, which make would you buy?"*

A partial list of national advertisers "selling to women while they're young"

There's
room here

for your name ...



American Girl

Selling to Women While They're Young

AMERICAN TELEPHONE & TELEGRAPH
ANSKO FILM & CAMERA
ARGUS CAMERA
ASSOCIATION OF AMERICAN R. R.
BALTIMORE & OHIO R. R.
COCA-COLA
CONN MUSICAL INSTRUMENTS
CURTISS CANDY (BABY RUTH)
CUTICURA SOAP & OINTMENT
DURA GLOSS NAIL POLISH
FORD MOTORS
GENERAL ELECTRIC
GENERAL MILLS (WHEATIES)
GENERAL MOTORS
HORLICK'S MALTED MILK
INGERSOLL WATCHES
KOTEX
M-G-M PICTURES
MAIDEN FORM BRASSIERES
MENTHOLATUM
MERCURIOCHROME
MINNEAPOLIS KNITTING WORKS
MODESS
MORROW COASTER BRAKE (BENDIX)
OLD TOWN BOATS
PIPER AIRCRAFT
RESINOL OINTMENT & SOAP
REPUBLIC PICTURES
RICHARDSON ROOT BEER
ROADMASTER BICYCLE
SAN-NAP-PAK
SCHWINN-BUILT BICYCLES
7-UP
SHEAFFER PENS AND PENCILS
L. C. SMITH & CORONA TYPEWRITERS
SMITH BROS. COUGH DROPS
TOOTSIE ROLLS
TRIUMPH FLASHLIGHT BATTERIES
20TH CENTURY-FOX
WILSON SPORTING GOODS

800,000* readers say—"Grow along with us!" • \$810 per page...225,000 ABC

PUBLISHED BY THE GIRL SCOUTS, 155 E. 44th St., N. Y. 17 • MEMBER OF THE YOUTH GROUP

*Based on readership survey tabulated by I. B. M.

Make of

Washing Machine	Q.1.	Q.2.
Bendix	18.2%	22.6%
Maytag	8.8	16.8
General Electric	7.0	7.1
Easy	3.8	7.4
Westinghouse	2.1	2.4
Thor	1.6	3.0
Miscellaneous	3.6	8.9
None	41.0	12.6
Don't know	13.9	19.2

About radios respondents were asked:

Q. 1. "What make of radio have you seen or heard advertised lately?"

Q. 2. "If radios were on sale now, which make would you buy?"

The tallied answers made this disclosure of advertising awareness and product preference:

Make of Radio	Q.1.	Q.2.
Philco	22.3%	27.7%
General Electric	9.0	8.5
Zenith	5.8	7.8
R.C.A. Radio Corp.	4.4	10.2
Stromberg-Carlson ..	2.1	3.6
Westinghouse7	.6
Emerson7	1.5
Crosley	1.3	1.2
Miscellaneous	8.5	10.7
None	29.9	7.1
Don't know	15.3	21.1

When it came to refrigerators, respondents showed they were more aware of the advertising of General Electric, Frigidaire, Kelvinator and Westinghouse, in the order given, than of the advertising of other makes.

This present survey is the twelfth in a series of experimental social surveys undertaken by the Psychological Corp. since April 1937. At the outset this series was financed by research funds set aside by the organization. Later, certain clients helped by fees for special research services. This Index is now being conducted semi-annually, usually with about 5,000 interviews.



JULY 1, 1945

Only one newspaper effectively covers

WASHINGTON'S 2ND MARKET*

--- center of diversified agriculture!



No. 7 of a Series

TACOMA-Pierce County — second largest center of Washington State industry — is also the hub of an extensive agricultural region. Pierce County alone produces over 17,000,000 pounds of berries annually . . . raises more blackberries and raspberries than any other U. S. county. Ranches and farms in the Tacoma ABC retail trading area produce more than \$11,000,000 worth of crops each year — including poultry, eggs, dairy products, vegetables, hay, forage and specialty items such as bulbs, shrubs and nursery

stock. This diversified farming — plus Tacoma's long list of basic industries—will help keep Tacoma on the preferred market list long after the war, as a "must buy" on every newspaper schedule!



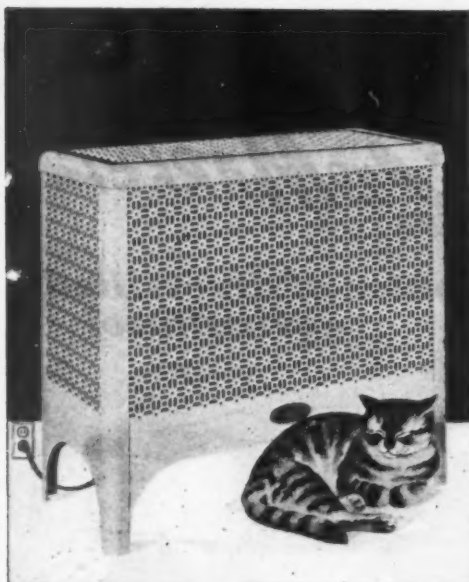
Only one newspaper effectively covers Washington's 2nd Market. In Tacoma-Pierce County the dominant News Tribune reaches more than 73% of all families. Want the figures? Ask Lorenzen & Thompson, Inc.

The TACOMA News Tribune

Covering Washington's Second Market



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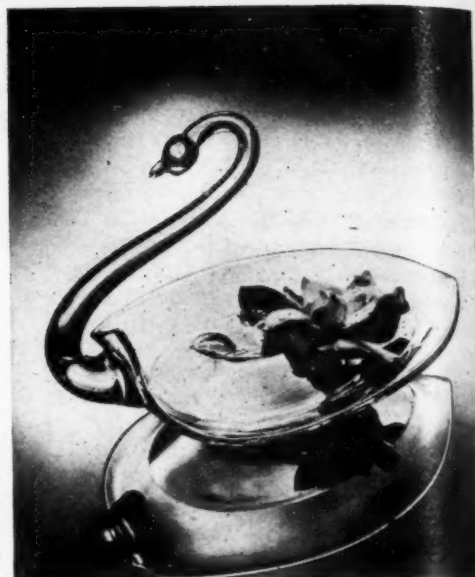


PORTABLE SAFETY HEATER: This new product of Trilmont Manufacturing Co., Philadelphia, produces "black heat" from non-radiant coils. Without glowing, the coils diffuse a steady flow of heat. The double housing cabinet is so constructed as to eliminate the trapping of heat and to make it safe for the heater to operate if it be accidentally upset or covered by burnable materials.

GAME BAG: This novel container holds twelve individually packaged games, including Lucky Me, Checkers, Telefun Numbers, Zany Puzzle, Diamond Spinner and Dominoes. It was created by Morris Steinberg, Morris-Systems, New York City. Steinberg was at one time president of the American Checkers Association and the Detroit Chess and Checkers Club. Colorful bag is 14" high.



PROCTOR'S MODEL NO. 975: Proctor Electric Co., Philadelphia, is offering this new electric iron which has the Proctor patented Dreadnaught heating unit sealed by metal against moisture. The speed selector permits the user to iron at speed she desires and at the correct heat for any fabric. Iron also has well balanced heel rest, permanently attached cord and a fabric dial. Appliance weighs 4½ pounds. The iron is available now.



DECORATIVE GLASSWARE: This graceful swan is one of the new modern designs being produced by Duncan and Miller Glass Co., Washington, Pa. In this particular Pall Mall line are ducks, herons, sailfish, birds of Paradise and ruffled grouse. The hollow designs may be used for flower containers or ash trays. Line also includes many solid pieces that make exceptionally novel paper-weights.

WET-PROOF HEATING PAD: Any one of 30-heats of this heating pad may be obtained by setting the dial. The dial also has a "Nite-Lite" enabling user to see the dial in the dark. Pad has a pastel colored wool-type covering and is water-repellent. It is said that it can be safely used over wet dressings. This is one of the three models being manufactured by Casco Products Corp., Bridgeport, Conn. Production presently limited.

DESIGNING TO SELL





CHICAGO SALES EXECUTIVES CLUB "SELLING AS A CAREER" COMMITTEE: (Left to right) M. R. Wilson, W. A. Rogers Division, Oneida, Ltd.; A. C. Morse, Remington-Rand; Lee Adams, Sarra, Inc.; John Harkness, Crane Co.; Paul Teetor, Rotarian Magazine; W. S. Christopher, Illinois Bell Telephone Co. They seek to attract more youthful talent to the field of marketing and distribution.

Chicago Sales Managers Back Plan To Promote Selling As A Career

Some notes on a program worked out by the Chicago Sales Executives Club to attract promising talent to the field of distribution.

"THIRTY-five books are being written by the Department of Commerce for the Army, to give to the boys when they come home. These books are intended to give the boys a key to the businesses they may want to get into. The books have such titles as, 'So You Want to be a Plumber,' 'So You Want to be a Grocer,' etc. Not one of those books is entitled, 'So You Want to be a Salesman.'

"If we are going to keep 55 million people working post-war, and if we are going to have a national income of 140 billion dollars, which is what the economists tell us we must have if we are going to have continuing prosperity, we must do a selling job.

"When the production of consumer goods is resumed and adequate stocks again become available, the volume of trade will depend upon salesmen."

The above quotations are from a talk made by Herbert Metz, sales manager, Graylar Electric Co., New York City, before a meeting held in mid-June in Chicago under the

auspices of the Chicago Sales Executives Club. The subject of the conference was "Full Employment Through Selling."

"What do you think your boy will want in life? Let's put it down. The first thing he wants is security. Well, a good salesman has the most secure job of anybody. During the depression it was a part of my job to interview

people who were looking for jobs. In that time I interviewed good engineers and good clerks and good accountants, but I never interviewed a good salesman because, even in the depression, when we let anybody and everybody go, we still kept the salesmen who produced.

"What else do you want in life for this boy? You want advancement. I say to you that more and more salesmen are being picked for executive jobs in organizations because organizations know how important selling is.

"Another thing you want for your boy is fame and fortune. Fame is fleeting. You cannot eat it. But it is nice to have. Many salesmen have become famous. Fortune does come



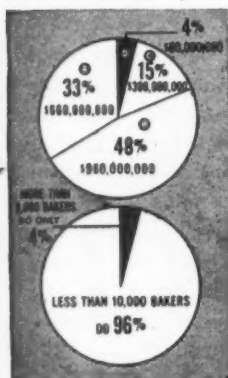
SERVICEMEN'S MEN: Lee Adams, Sarra, Inc. (left) and G. T. Morrow, Curtis Lighting Co. (right) are in charge of servicemen's sales counsel activities for the Chicago Sales Executives Club.

The BAKERY MARKET and how to sell it.

The nation's Bakers do an annual business of \$2,000,000,000 (exclusive of the biscuit and cracker industry). They purchase \$750,000,000 worth of materials, ingredients, equipment and supplies, annually.

Although there are more than 18,000 shops classed by the United States Census of Manufacturers as commercial bakeries, less than 10,000 Bakers (see the first three groups below) do more than 95% of the business.

How the \$2,000,000,000 Bakery business is apportioned among the major buying classifications.



- A The Large Combination Baking Companies, having two or more plants and buying centrally.
- B The Independent Wholesale Bakers, and the Retail Bakers doing \$50,000 or more per year.
- C The Progressive Retail Bakers doing under \$50,000 annually.
- D A relatively large group, numerically, of little one-man neighborhood shops. Together, they account for only about 4% of the total bakery business.

Interests and needs of the Bakers

To make a uniformly good product, and to sell it at a profit, is no easy task in a business involving variable ingredients and processing of perishables under varying conditions. Most Bakers need and readily accept all the help they can get, from manufacturers of ingredients, equipment and supplies and from the Business Press serving their industry. A fair guide to selling the Baking Industry by helping it might be found in Bakers Weekly's own record. Through the editorial services of our laboratory and engineering technicians and our sales and merchandising experts, we have attracted a readership of the progress-minded Bakers who are worth intensive cultivation. The manufacturer of a good product who approaches them in terms

of those same self-interests can expect to find in this group an exceptionally responsive audience.

For example, advertisers who offer our readers anything that helps with their problems, find them just as responsive as do our Editors. A manufacturer whose equipment has practical applications in the Baking field, gets best results when he backs up his claims with reasonable evidence, and fully explains the features of his product in terms of its specific advantage to the Baker.

These progressive Bakers are interested in learning more about anything that can help them operate a more profitable business . . . whether it pertains to the machinery, supplies and equipment they work with, or the ingredients they use in their products.

Practical Bakery men; specialists in all technical phases, in engineering and in marketing; are available in our New York and Chicago offices to cooperate with any manufacturer or advertising agency interested in the Baking Industry.



For 25 years the needs of a growing industry have increased the demand for close controls, chemical analyses of ingredients, research in new developments, improvements in methods of production and operations. Our completely equipped Experimental Bakery and Research Laboratory has pioneered much of this improvement and worked closely with manufacturers in testing the utility, adaptability and sales potentialities of materials, ingredients, equipment and supplies to the Baking Industry.

FREE — to manufacturers and their advertising agencies

To help manufacturers selling or planning to sell the Baking Industry, Bakers Weekly has just compiled a data folder containing pertinent information about the market, its major buying classifications, and how to approach this market effectively via advertising and sales promotion.

For complete market story see Tell-All Unit in Standard Rate and Data, Classification 9, Business Paper Section



45 West 45th Street, New York 19, N. Y.
360 North Michigan Avenue, Chicago 1, Ill.

through the sales end of any business.

"Adventure. Do you want that for your boy? I remember the day I came back with the biggest electric farm plant order any Graybar salesman had ever sold. When I tossed that order on the sales manager's desk it was the biggest thrill I had ever had in my life.

"Perhaps we need a Horatio Alger today to write some books for boys on salesmanship. Maybe we need to glorify the thing called selling.

Advertise and Promote

"Again, it could be possible that we might sell to the publications of this country the idea that the problems of recruiting, compensating and retaining salesmen are so important that they require major emphasis. I believe that advertising and promotion, properly used, can do anything. I certainly believe it can help salesmanship and I think something should be done about it."

George S. Jones, vice-president in charge of sales, Servel, Inc., Evansville, Ind., and president of the National Federation of Sales Executives, spoke on, "Distribution—the Last Link in Production." Mr. Jones said:

"Without salesmanship there is no excuse for production. We used to think that mass production had solved all the world's problems. Today our ability to produce is so great that we can manufacture, in a few weeks, the bare essentials of life for a year. If the Nation is to prosper, we must go out and sell the people on desires for better things. We must make them want better things so much that they will work to earn the money to buy them.

"When they work and buy I take the money they spend with me and so my people work, and when they work they buy more and so other people work and get more money to buy more. So, you see, it all depends upon selling. It is as simple as that. Perhaps we shall produce a highly skilled race of men we will call distribution engineers. But if we do, they will be salesmen just the same."

The Chicago Sales Executives Club, following the election of Ralph Keller, sales manager, to its presidency George A. Hormel & Co. decided that the time had come to sell selling as a career. It was felt that much could be done to add to the prestige of salesmanship. Too, it was agreed that a job could be done to recruit young men in salesmanship who will be coming out of high schools and colleges and especially from the ranks of

SALES MANAGEMENT

Pioneer Suspender Company

PHILADELPHIA 1, PA.

EXECUTIVE OFFICES
315 TO 323 N. TWELFTH STREET

May 17, 1945

Mr. George W. Jones, Advertising Manager
Fawcett Publications, Inc.
295 Madison Avenue
New York, 17, N. Y.

Dear Mr. Jones:

Your letter of May 11 came to my desk this morning. I read it, and then stopped to think about True. I thought perhaps you would be interested to hear from us as one of your advertisers.

We have had wonderful reception to your book, both from the consumer, as well as the trade. I don't believe we have had as much spontaneous, enthusiastic reception of any medium that we have advertised in for a good many years, as we have had with True.

Our salesmen like it, and what pleases them most is that their buyers like it, so congratulations on a swell book. If you follow along the lines that you have been working, I am sure that True, in post-war, will become a dominating influence in the men's market.

Yours very truly,

PIONEER SUSPENDER COMPANY

Robert W. Neely, Jr.
Executive Vice President and
Sales Director

RN:DC



"our salesmen like it..."

"our buyers like it..."

Just an editorial gleam two years ago, TRUE, the Man's Magazine is selling 600,000 copies monthly, and stopped by paper supply... Almost an unknown in the men's wear field a year ago, this year TRUE carries more than 10 advertisers who sell in men's wear stores. If you don't know why, you don't know TRUE! And you should! A Fawcett Publication... 295 Madison Ave., New York 17, N.Y.

true...the man's magazine

JULY 1, 1945

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veterans being released from the Army. It was conceived that much could be done in the matter of selecting the proper kind of men who might be candidates for salesmanship.

This line of thought led to the naming of a committee to plan a "Selling as a Career" program headed by John C. Harkness, sales manager, Crane Co. Six sub-committees were then set up, the first four of which were devoted to fields where it was thought an opportunity might exist for educational work which might advance the standing of salesmanship and carry out the general ideas of the

program. These, headed by the following, were to contact and work with groups and organizations such as: (1) Parent-Teachers associations, M. R. Wilson, William A. Rogers Co.; (2) high schools, H. A. Bergdahl, Crane Co.; (3) colleges, Paul Teetor, *Rotarian Magazine*; (4) servicemen, Lee Adams, Sarra, Inc.; (5) benefits, A. C. Morse, Remington-Rand; (6) Aptitudes, W. S. Christopher, Illinois Bell Telephone Co.

The latter two had as their definite duties the assembling of data on salesmanship. All of this led, as the work proceeded, to the establishment of a

veterans' counseling service, called the Veteran Sales Job Council, headed by G. T. Morrow, Curtis Lighting Co.

One of the first steps taken was to make a survey to determine the route which presidents of large corporations and companies had followed as they made their way upward to the top. Out of 190 replies received, the final tabulation revealed, in percentages, the following paths:

Sales	38%
Sales and Manufacturing	6%
Sales and Financial	4%
Manufacturing	17%
Financial	17%
Financial and Manufacturing ...	4%
Legal	4%
Accounting	4%
Other combinations	6%

The Path to the Heights

The moral then is: If you want to get to the top you'll have a better chance if you go into selling than any other branch of the business structure. Forty-eight per cent of all the presidents queried had had their fingers in the sales pie sometime early in their careers. More, the research indicated that salesmen as a whole arrive in the higher pay brackets sooner than those choosing the other branches. Armed with these figures, the committees contacted Parent-Teachers associations, high schools and colleges to carry the story to parents and pupils.

The first program in the high school field was held before the career class of the Evanston, Ill., high school, one of the largest high schools in the United States. Since then speakers have appeared before eight other high schools in the Chicago area. The Chicago Board of Education, impressed, has since sent letters to 30 Chicago high schools, suggesting to principals and careers teachers that they cooperate with the Chicago Sales Executives Club in the months to come. Two vocational schools are already on the schedule.

DePaul University, Chicago, which has done much forward-thinking in the matter of guiding students into jobs and already has a "Man Marketing Club" set up to council graduates concerning jobs, has shown keen interest in the program.

The servicemen's sub-committee contacted the various veteran separation centers in Chicago and the personnel counsellors in the various Army and Navy centers. That was the step, after several conferences, that led to setting up the Veterans Sales Job Council. Government organizations cooperating include the Veterans Division of the United States Employment Service, the Vocational Rehabili-



More Than 30 Million Sports Participants!

In 1937 - 38 - 39, according to best figures available, more than 30 million men and women participated in their favorite sports:

- | | | |
|------------|-------------|----------------|
| — Fishing | — Tennis | — Basket Ball |
| — Hunting | — Skating | — Badminton |
| — Shooting | — Skiing | — Foot Ball |
| — Boating | — Archery | — Bicycling |
| — Golf | — Hand Ball | — Motorcycling |
| — Bowling | — Base Ball | — Boxing, etc. |

With fishing and hunting leading with about 16½ million participating, sportsmen are presumed to have spent around 4 billion dollars annually. The *U. S. Fish and Wild Life Service* estimates that, after war's end, the participants in hunting and fishing, alone, will increase 50% — with expenditures increased to 4 billion dollars a year.

Certainly, we can conservatively estimate a comparable increase in all other participating sports and in their expenditures. The total amount that will be expended for all sports will probably exceed 6 billion dollars! All of which will mean —

The Greatest SPORTS MARKET Ever Known!

There is *just one* trade journal in this field that provides COMPLETE Coverage of the market: the 8,000 retailers that sell Sporting and Athletic goods: the exclusive Sports Stores PLUS all the other worthwhile Stores that sell such equipment. Write for advertising data and ask us for free copy of our recent survey showing the merchandise needs of retailers of sporting goods—everywhere.

Sports Age

— reaches more than twice as many retailers of sports equipment as any other publication in the trade.

A GEYER Publication ... 260 Fifth Ave.

NEW YORK 1, N. Y.

Who Wouldn't Gather



THE FARTHER FRUIT?

IT'S JUST SOUND PLANNING

Up and out to the sunlit branches—you will find some of the best fruit there.

★ ★ ★

Of course, The Dallas News gives an advertiser full coverage of *city* homes . . . those close-in branches that are easiest to reach.

The only morning paper in a city almost always does that, even though it's just another newspaper. And in Dallas it's The Dallas News!

City and suburbs—o.k. That's a good job well started.

Now for the rest of the market . . . those upper-and-outer branches where much of the finest fruit is waiting.

The News is the *only* metropolitan daily that covers the *whole* Dallas market . . . all 37-odd counties of it.

You may as well get it all!

Sell the Readers of The News and You Have Sold the Dallas Market.

*Affiliates: Radio Stations
WFAA and KGKO
The Texas Almanac*

The Dallas Morning News

John B. Woodward, Inc.
National Representatives

HAVE YOU INVESTIGATED EMPLOYEE SERVICE AWARDS



Awards to employees "in recognition" of long and faithful service accrue direct and tangible benefits to management . . . greater worker interest in the job, stimulation of constructive worker thinking, production short cuts and improved labor-management relations.

Send for your copy of "Employee Service Award Systems", a study of the nation's executive opinion and experience illustrating tested techniques in building sound labor relations.



The Robbins Company
LABOR-MANAGEMENT DIVISION
ATTLEBORO, MASSACHUSETTS

CHEM & MET REPORTS ON

CONTINUOUS PROCESSING

One of the most important trends in the process field during the immediate postwar period will be the conversion of batch processes to continuous processes, or to those that are nearly continuous.

Not all processes will become continuous, however, for there are many which should remain batch. Continuous processing is right for some products and wrong for others.

CHEM & MET'S special report, reprinted from the May issue, discusses determining factors, sometimes technical, sometimes economic, and attempts to lay some of the groundwork for a clearer picture of the sorts of products and the kinds of circumstances that call for continuous processing. Copies of this report are available at 50 cents each.

CHEMICAL & Metallurgical ENGINEERING

A McGraw-Hill Publication

330 W. 42nd ST. • NEW YORK 18, N. Y.

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tation Division of the United States Veterans' Administration, the veterans' employment representative of the State of Illinois, the United States Navy, the United States Marine Corps, and others.

After arrangements are made with the secretary of the Chicago Sales Executives Club the men from the services who wish to attend the meetings to learn about selling, their aptitudes for it, and to search out jobs, meet on Monday nights in a downtown building. Volunteer club members, representing a wide variety of industries, meet with these men, talk with them, question them, study their abilities, give them advice and endeavor to be generally helpful. If they do not think that the candidate has the "makings" it is their duty to tell him so.

"Talk to him as you would your own son," is what each club member is told to carry in his mind while he works. Usually one member talks with one candidate at a time. It is a confidential meeting between the two.

The Chicago Sales Executives Club has 273 members who employ and direct more than 50,000 salesmen. It is felt, therefore, that they are well qualified for the work they are doing with young men who are seeking to launch themselves in careers. Membership is by invitation and is limited to 300. To qualify for membership one must be in direct charge of sales or sales training of a company.

Recently, to further its studies in "what makes a salesman," the club prepared a list of 65 "traits," and submitted it to the members. They were asked to check those traits which they felt were the most important in a salesman. On the survey blanks the traits were weighted and scored. (Ten points if rated first, nine if second, etc.) The score for the first ten follows:

1. Dependability 171
2. Self-Management 156
3. Integrity 145
4. Knowledge of Product 106
5. Industriousness 103
6. Sincerity 98
7. Work Organization 97
8. Judgment 97
9. Sales Ethics 91
10. Acceptance of Responsibility. 89

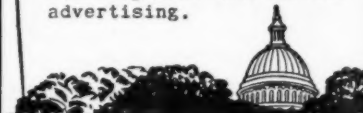
Other traits, in the order of their rating, were as follows: Understanding of Buying Motives, Initiative, Courtesy, Determination, Care of Health, Following Instructions, Friendliness, Aggressiveness, Resourcefulness, Appreciation of Selling as a Road to Success, Diplomacy, Mental Organization, Persuasiveness, Consideration of others and Persistence.



It's time — in Washington

1. More key officials in Washington read TIME regularly than read any other magazine, however big its circulation.

2. The members of Congress vote TIME the most important U. S. magazine that carries advertising.



For further details write to

TIME

9 Rockefeller Plaza, New York 20, N. Y.

EXECUTIVE POSITION

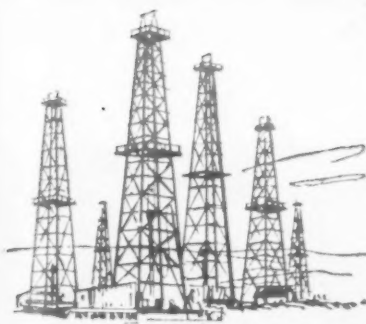
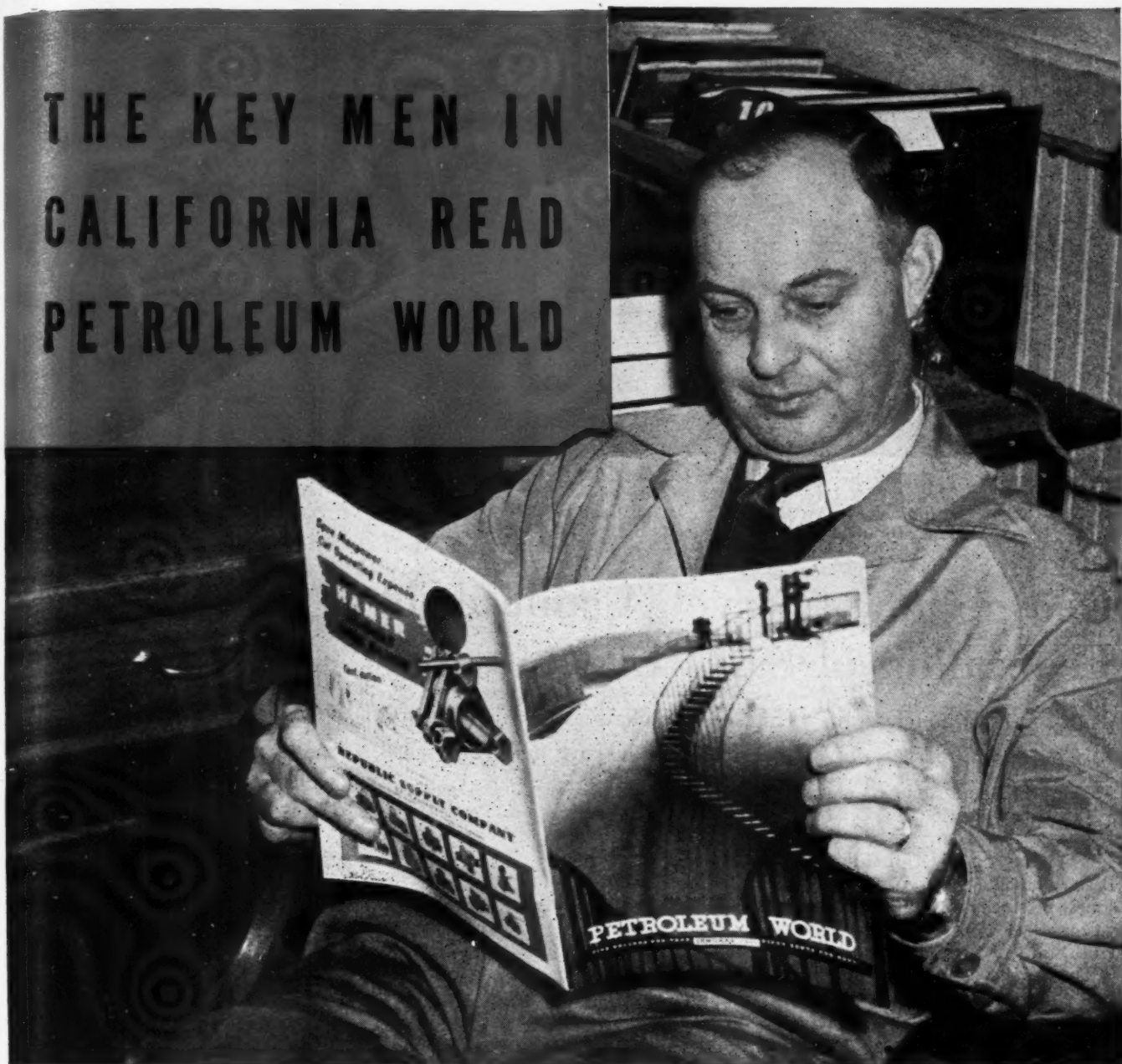
Well-recognized national Company of thirty-six years' standing with Field Organization of over 140 technically trained men, desires the services of high-quality capable man to assist present Sales Manager in guiding and directing an expanding Field Organization. This Organization sells to and serves practically every type of industry, so that the men in it have a very broad opportunity for increased sales and earnings.

Duties would involve considerable traveling and ability to plan and conduct sales conferences; personal work with men on their territories; employment and training of new men, and such other administrative and practical duties as would be associated with sales direction and sales promotion work. Man selected must have a good personality, a human understanding of men and a keen desire to help men succeed.

This position presents a fine opportunity for executive advancement as work is proven, and Company is willing to pay a commensurate salary for the services desired. In responding give full particulars as to past employment, education, family status and such other information as applicant, himself, would desire if he were seeking a man for this important position. Write Box 567, Church St., Annex, N. Y. P. O., N. Y.

SALES MANAGEMENT

THE KEY MEN IN CALIFORNIA READ PETROLEUM WORLD



UNDER THE MANAGEMENT OF
REX W. WADMAN

For thirty-four years busy oil company officials have received and read PETROLEUM WORLD. Mr. S. H. Grinnell, Superintendent of Service and Maintenance with Union Oil Company, is but one of the thousands who depend upon PETROLEUM WORLD for first-hand information.

PETROLEUM WORLD covers the California market with four times the coverage of

any national publication. You can use this coverage to tell your sales story to every key man in the California Petroleum Industry.

PETROLEUM WORLD
412 W. Sixth St., Los Angeles 14, Calif.



DRILLING—

Demands of industry and the armed forces have greatly increased California drilling operation.

PRODUCTION

California production has increased more than 14% in the past year and is steadily going up.

REFINING

Refinery throughput in California is up 12% over a year ago and new plants are building.

MARKETING

Demand for California Petroleum products is at an all-time peak. Industrial, war and civilian requirements are increasing steadily.

JULY 1, 1945

[77]



At the NFSE directors' dinner, reading left to right: C. R. Dickinson, Chicago; Henry Porter, Chicago; Kinsey N. Merritt, New York City; Loring Hammond, Milwaukee; A. T. Danielson, Los Angeles; George S. Jones, Jr., Evansville, Ind.; George A. Marklin, St. Louis; Gene Flack, New York City; Leslie M. Taylor, Jackson, Miss.; Dan Hudson, Birmingham, Ala.; William Massie, Los Angeles; John W. Evans, Cincinnati.

George Jones, Servel, Again Heads Federation of Sales Executives

Tenth annual conclave of NFSE sees big challenge to distribution for post-war; passes eleven resolutions covering major policies.

THE Tenth Annual Convention of the National Federation of Sales Executives was held on June 11-12 at the Edgewater Beach Hotel, Chicago. George S. Jones, president of the Federation and vice-president of Servel, Inc., Evansville, Ind., presided.

The registration showed that practically every section of the country was represented from Boston to San Francisco. Members from Canada and Mexico also were present.

In his informal report Mr. Jones announced that \$42,000 had been collected by the end of May and that 65 Sales Executives' Clubs, with 5,289 members were on the roster of the Federation.

Mr. Jones was re-elected president. Other officers elected were: treasurer, R. C. Dickinson, vice-president, Illinois Ice Cream Division, Borden Co., Chicago; first vice-president, A. T. Danielson, vice-president, Barker Bros., Los Angeles; second vice-president, Gene Flack, Director of Advertising & Trade Relations Counsel, Loose-Wiles Biscuit Co., New York City. Regional Directors: Eastern, Fen Doscher, general sales manager, Lily-Tulip Cup Corp., New York City; Middle west, John W. Evans, manager, Key-Lox Manufacturing Co., Cincinnati; Southern, Leslie M. Taylor, sales manager, Mississippi Power and Light

Co., Jackson, Miss.; International, Leo Vezina, associate manager, Canadian Industrial Alcohol Co., Montreal, Canada.

The following directors were appointed by President Jones:

DIRECTORS-AT-LARGE

Leo B. O'Loughlin, manager, The Electric Auto Lite Co., Toledo.
Clarence F. Manning, vice-president, Reynolds Metals Co., Richmond, Virginia.
Paul Heyneman, vice-president and general manager, Eloesser-Heynemann Co., San Francisco.
Loring Hammond, president, Moe Bros., Milwaukee, Wis.

DISTRICT DIRECTORS

Edward J. Gately, president, Bank Lithograph Co., Providence, R. I.
Hal Johnson, vice-president, Stecher Traung Lithograph Co., Rochester, N. Y.
Henry Porter, sales promotion manager, Standard Oil Co. of Indiana, Chicago.
H. R. Jenkins, vice-president, Northwestern National Life Insurance Co., Minneapolis.
Louis Gordon, vice-president, Citizens and Southern National Bank, Atlanta, Ga.
Dan Hudson, vice-president, Family Service Life Insurance Co., Birmingham.
Dwight Thomas, executive vice-president, Gulf Brewing Co., Houston.
Mitchell Heinemann, vice-president, Jantzen Knitting Mills, Portland, Oregon.
Cy Nigg, president, Bell Brands, Los Angeles.
Leo O'Loughlin of the Extension Committee reported that forty-one

In the opinion of the judges the Kansas City Sales Executives Club had done the most during the year for the advance of salesmen. Gene Flack, president of the Sales Executives Club of New York presents the SALES MANAGEMENT cup award and Murrel Crump accepts for the winning Kansas City organization.



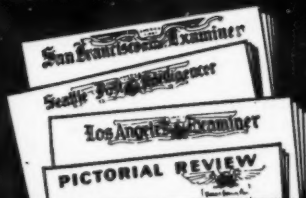
SALES MANAGEMENT

The "BIG 3" *LINKS*

**Pacific Coast's huge
new "A" markets
together for you!**



"THE BIG 3"



SEATTLE
POST-
INTELLIGENCER

SAN
FRANCISCO
EXAMINER

LOS ANGELES
EXAMINER



**Start an endless chain of profitable sales now
by reaching 4 out of every 10 families in the Pacific
Coast's giant "A" markets!**

Your choice of:

- Run of paper in black-and-white.
- Pictorial Review color or black-and-white:
in 1,000-line space units only. Some space
for 1945 still open . . . if you act now.
- Group rate . . . one order, one operation.



THE BIG THREE

Printed in U.S.A.

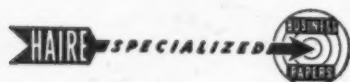
National Representatives: H. B. B. Advertising



**DON'T LOOK FOR A
NEEDLE IN A HAYSTACK**

**Here's what you want
in a Neat Package!**

Your Specialized Haire Publication is a handy package in which your market is available to you—exclusive and complete.



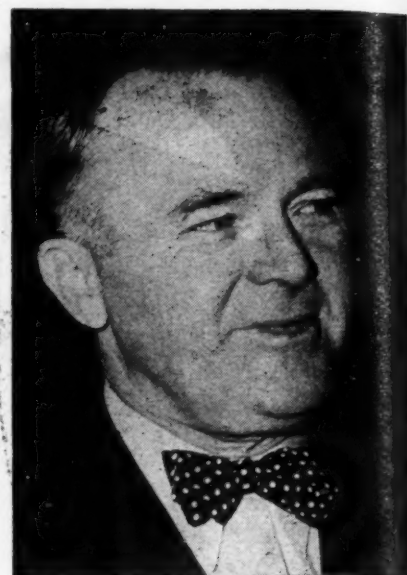
sales executive clubs had been converted to the executive membership basis and that the nuclei of a dozen or more clubs have been created.

In the absence of Clarence Manning, Raymond Bill, publisher of SALES MANAGEMENT, read the report of the Committee on Governmental Cooperation. One of the suggestions forthcoming from the report was that there be an increase in the consciousness of Government with respect to the part selling can and must play in the post-war era.

J. C. Aspley of the Committee of CED Cooperation suggested that since the NFSE-CED program has now been completed, or practically so, a follow-up activity in cooperation with the Committee for Economic Development be instituted.

The Liaison Committee revealed its plan to encourage the exchange of ideas between the Federation and any and all associations or groups interested in selling, merchandising, marketing and management.

H. H. Maynard's report of the Committee on "Selling as a Career" recommended that each member club and all executive members of the Federation not connected with local clubs should give immediate attention to the status of teaching in the important



GEORGE S. JONES, vice-president of Servel, was reelected president of the Federation.

selling field in colleges and universities on nearby campuses. It further suggested that the director of the curriculum in which marketing and sales management are taught should be contacted and that the assistance of the various clubs and business enterprises connected therewith should be offered to the educational institutions to whatever extent may seem feasible.



Represented Nationally by Gilman, Nicoll & Ruthman

CORN CAPITAL of the U. S.

McLean County is first in the United States in corn production—second in cereal crops—and annually produces farm products valued at \$32,000,000.

In the heart of this bountiful farm land and McLean County is Bloomington, Illinois. Bloomington, whose effective buying income according to a Sales Management Survey is one of the highest in Illinois (\$1,376 per person), is the home of the Daily Pantagraph—the first and only newspaper in Pantagraph Land.

Today more and more national advertisers are using the Daily Pantagraph to reach this RICH, RESPONSIVE MARKET. The Daily Pantagraph, you see, gives advertisers 84% coverage in wealthy McLean County, and 71% coverage in the equally rich Primary Trading Zone. Are you reaching this rich market?

PANTAGRAPH LAND

SINCE 1846

The Daily Pantagraph

BLOOMINGTON, ILLINOIS

SALES MANAGEMENT

THE WORLD'S MOST MODERN WATERWAY

IS MAKING KNOXVILLE THE BEST DAM MARKET IN THE WORLD

One of TVA's greatest achievements has been the development of the Tennessee River for navigation. Formerly navigable only some 200 miles and to boats of 4-ft. draft, TVA has now made it navigable 650 miles and to boats of 9-ft. draft, the standard Mississippi River tow-boats. It is the world's most modern waterway—a series of vast lakes created by TVA's giant dams, no twisting channels and shallows, modern lockages, and served by

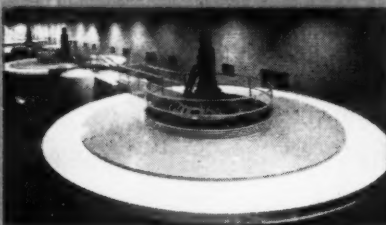
huge public use terminals. Millions of dollars have been invested and thousands of jobs have been created as new grain elevators, flour mills, shipyards, and oil terminals have been erected along the river.

By linking Knoxville with the entire Mississippi River-Gulf of Mexico-Inland Waterway System, tremendous new markets have been opened for its goods. As heart of the TVA program, Knoxville's growth and prosperity have been astonishing. Immense new industries have located here to use TVA power—some of the biggest plants in the world. Be sure you include Knoxville in your plans.

IN 1944 KNOXVILLE LED AMERICA IN BUSINESS GAINS; DEPT. STORE GAINS



Huge industries now in Knoxville include Eastman, Aluminum Co., Rohm & Haas, Union Carbide, Reynolds Metals, DuPont. Knoxville one of America's largest textile centers.



Based on TVA—the world's largest power system—Knoxville's development should be permanent. Over 300,000 population, Knoxville one of the South's best markets.



Comparing business conditions today with 1939, the last normal year before war production started, Knoxville leads the South in Retail Sales Gains (Sales Management Magazine.)

KNOXVILLE

NEWS-SENTINEL

A Scripps-Howard Newspaper



WANTED!

"NEW PRODUCTS" MAN

For Job with a Real Future

Are you capable of and genuinely interested in searching for new food products, as well as "readying" them for marketing with all that this implies—market analyses, market tests, packaging, etc., every detail evaluated, ready to go? If you are this resourceful, age 30 to 45, free to travel, you can join the staff of one of Chicago's oldest firms in its field with definite expansion plans, in a permanent, key job, starting at \$6,000. Outline your training and experience in first letter, with photo. Box #2135, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

MAYBE YOU'RE LOOKING TOO

Looking for someone with more than just sales "know how".

Someone with plus values; such as over-all administrative experience embracing production, costs, management, accounting, etc.

Someone with a background of profitable sales production in a highly competitive consumer product field, when the going was really tough.

Someone who understands the marketing, advertising and promotion of branded products; and how to obtain the co-operation of a large sales force to get results.

Looking for a man in his early forties with his best years ahead.

If you're looking for someone like that, I'd like to talk it over. Box 2134, Sales Management, 386 Fourth Ave., New York 16, N. Y.



Imagine Selling

FUR TOY ANIMALS

in Sales Management!

And why not, I asked the wife: (she once worked for a sales manager) executives have kids, customers and lady-friends like everyone else. And my "pedigreed pets" appeal to all—from the toughest company official to the favorite customer's granddaughter. Made of genuine fur (white electrified lamb) . . . they're cuddly, life-like, sanitary, washable and of the finest workmanship. Incidentally, they're a "natural" for a clever sales promotion stunt. Of course, I'm biased, but see if you don't agree. Send for booklet of photos and prices. You're sure to order. Money back anytime. The Gift House, P. O. Box 464, Great Neck, N. Y.

This committee also reported that it had found that many high schools are teaching courses in salesmanship and that teachers of such courses need a great deal of assistance from business men if their courses are to reach the highest level of effectiveness.

The resolutions, prepared and presented by the Resolutions Committee, were unanimously approved at this 10th annual meeting of the NFSE. The Resolutions Committee was made up of past presidents of the National Federation of Sales Executives. Raymond Bill was chairman and serving with him were J. C. Aspley, W. V. Ballew and Kinsey Merritt, assisted by George S. Jones, incumbent president, acting ex-officio.

The resolutions in final form, as approved by the board of directors and representatives of the membership at large, are reprinted in full on pages 171 and 172.

Reports also were heard from the Committees on Speakers, Convention, and on District Meetings.

The SALES MANAGEMENT cup award that goes to the sales executives' club which does the most in a given calendar year, for the advancement of salesmen was won by the Kansas City club. Gene Flack made the presentation and Dr. Murrell Crump accepted for the winning organization.

Among the speakers at the convention were: Lloyd Ellingwood, Toledo Sales Executive Club; Harry A. McCormick, Columbus Sales Executive Club; Leonard T. Thomsma, Rochester Sales Executives' Club; William G. Duncan, Louisville Sales Executives' Club; Jay L. Lee, Detroit Sales

Executives' Club; C. R. Wilson, Pittsburgh Sales Executives' Club; Loring Hammond, Milwaukee Sales Executives' Club.

James H. Walsh spoke on club programs and problems and an illustrated address, "Sales Training" was given by Lloyd Poetzinger.



CLUB PILOT: J. C. Ray, sales manager, Fisk Tire Division of United States Rubber Co. was reelected president of the New York Sales Managers Club at a meeting held last fortnight. Elected to serve with him were: Walter A. McNeill, president, Schrafft's Sales Corp., vice-president; J. William Johnson, Dennison Mfg. Co., secretary (reelected); G. Lloyd King, vice-president and sales manager, Lamont Corliss & Co., treasurer (reelected).

Magic Market of 1945*

Opportunity knocks louder in Knoxville,
America's Magic Market . . . Since 1939
population has doubled, business and
banking activity tripled . . . Sell this
industrial wonderland with WROL.

* See Knoxville's High Spot Cities rating this issue of
Sales Management

WROL Knoxville

NBC FOR EAST TENNESSEE

JONES BLAIR & COMPANY
NATIONAL REPRESENTATIVES

SALES MANAGEMENT

MOLDED



to the *plastics* market

PLASTICS' readership analyzed to show its full and accurate coverage in the two major divisions of the great plastics market.

THE PLASTICS INDUSTRY

Presidents, vice-presidents, general managers, chief engineers and employees of molders, laminators and fabricators plus manufacturers of plastic machinery, materials and chemicals 3,100

END-USERS (42 Classifications)

Circulation limited to titled personnel—presidents, vice-presidents, general managers, engineers, purchasing agents and other executives..... 10,166

Architects, engineers, designers, researchers, etc.....	840
Executives of transport companies, Army and Navy Engineers.....	61
TOTAL.....	14,267

plastics

Closely molded to the market it serves, PLASTICS has been shaped to reach only men of authority, or influence, in the big plastics market. This was not accidental. Few trade papers in any field offer such clean-cut, waste-free circulation. Complete coverage—hand-picked to the formula "*top executives only*" in forty plastics-using industries. But also PLASTICS is read by the executive and operating personnel of material and equipment manufacturers—including molders, laminators and fabricators.

Visualize PLASTICS' readers as the *concentrated buying power* of the fast-growing plastics market ... They are the men who design, specify, manufacture, and buy—14,000 in all.

A PLASTICS' representative will gladly give you all editorial and circulation facts, on request.

185 N. Wabash Ave., Chicago 1, Illinois

FLYING • INDUSTRIAL AVIATION • PLASTICS • POPULAR PHOTOGRAPHY • RADIO NEWS • RADIO ELECTRONIC ENGINEERING

JULY 1, 1945

[83]

SALES PROMOTION EXECUTIVE

wanted by Michigan manufacturer of home appliances.

Only a self-starter with proven record will be considered. Experience must include actual field merchandising of home appliances and complete knowledge of usual practices and procedures in this industry. Excellent opportunity in company with fine postwar prospects and national distributor set-up. In comprehensive letter give full details, experience, draft status, personal facts, and enclose recent picture. Address Box 2132, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

→ BIG MIDWESTERN AGENCY NEEDS TWO → STAFF MEMBERS

→ **COPYWRITER** — This position requires a top-flight creative man, capable of planning, writing and supervising the creation of campaigns from basic strategy to finished layouts. He will act as copy chief on a large account requiring national, trade paper and direct mail campaigns of a widely varied nature. He should be experienced in consumer goods advertising. Experience in merchandising radio sets is desirable. The right man will find this job both challenging and highly rewarding.

→ **ASSISTANT ACCOUNT EXECUTIVE** — The man required for this position may now be handling a small account for a large agency or acting as an account supervisor in a small agency. He will be the direct assistant of the account supervisor in the administration and contacting of a large, complex account. He should be personable, ambitious, a good organizer and detail man, and possess the ability to get other good men to produce for him. Creative ability is desirable, but not a first consideration. Salary will depend on the caliber of the applicant.

→ **IMPORTANT** — Inasmuch as our major clients are leaders in basic industries which must inevitably expand over a period of years, the men who fill these positions are assured of a permanent association. There will be no "replacements" when, as and if former employees now in the service return. To the contrary, there is every indication that we will be looking for a growing number of good men for a long, long time.

Box 2140, Sales Management,
386 Fourth Ave., New York 16, N. Y.



"Listen, if we keep putting small food merchants out of business and the Department of Justice folds up the chains—where's my wife gonna shop?"



Club Sponsors Booklet On Careers in Selling

A PLAN to attract veterans to a career of selling has been inaugurated by the Sales Managers Club of Hartford, Conn., with publication of "An Invitation to Become a Leading Businessman."

The foreword of this eight-page booklet holds that "the man who chooses salesmanship as a career joins the most important group in his country's economy, receives on the average more money than the members of any other group, has a greater opportunity for advancement, and has a wider choice of specific activities than anyone else . . ."

Statistical proof is offered of the high monetary rewards in selling. Other sections of the booklet are titled What is Salesmanship?; What does a salesman do for the world?; What does a salesman believe? What should you sell to whom?; Where should you sell?; How will you be paid?; What will you do?; What do most salesmen like most about selling?;

What do you have to know?; and How advancement comes.

A preference check-list concludes the text, showing the almost limitless variety of interests covered by the selling field as a whole.

A self-mailing coupon inserted in the booklet offers its readers an opportunity to request an interview with a committee of the Hartford Sales Managers Club, possibly to lead to enrollment in the club's free course in the fundamentals of salesmanship, or directly to a selling job.

Copies of the booklet are being distributed to American Legion posts, Government agencies and other points in the Hartford area at which returning servicemen are likely to call. Additional distribution is planned for later, through the area's high schools.

Please Share

Your Copy of Sales Management

With Others

A Well-Rounded Research Program: What Are The Elements In It?

One of America's most capable research men blueprints here a pattern for the development of a comprehensive research program designed to develop the facts and spot the trends which top management needs as the basis for intelligent policy-making. Many are the avenues of inquiry which now need careful exploration.

BY W. W. HEUSNER

Director, Market Research
Pabst Sales Co.
Chicago

INDUSTRY during the war period has appreciated more than it ever has what commercial research can give to the advertising manager, the production manager, and the sales manager.

Prior to the dislocation caused by the conversion of a large segment of industry to war work, only a few companies had organized commercial research operations. Now, however, the consulting research firms are busier than they have ever been, and companies that formerly did not feel the need for research work have recognized that need, and established competent research departments to assist their sales and advertising departments in planning sales and advertising campaigns in the post-war world.

Analysis of Research Needs

In addition to the increase in the number of research departments, there is a recognition of the need for broader research. Many companies that formerly had so-called research departments, the work of which was largely statistical and analytical, have found that sales analysis, while it is important, is but a minor function of market research. They have recognized that the information needed to solve the most important marketing problems is not available from internal statistics and as a result they have often expanded the functions of their research departments to include reporting of economic trends, competitive activity, and consumer reactions to products and packaging, and sales and advertising policies.

The problems crowding both company and independent research organizations can be grouped into two main classes and their rise is largely due to the dislocation of industry caused by war production:

1. The investigation of the market for new products—including the testing of consumer reaction to these products.
2. The investigation of marketing channels and the determination of the best distribution facilities for consumer products made in the post-war period by companies that formerly sold capital or industrial goods to other manufacturers and that have had little or no experience in the national marketing of consumer products.

In addition, many manufacturers of consumer goods are investigating the

possibility of changing sales, advertising and distribution policies to bring about a more economical and effective method of getting their products to consumers. Such investigations anticipate a larger volume sold to consumers at lower unit prices and increased net profits. All of this is a far cry from the groping toward the objective analysis of marketing problems which gave impetus to commercial research 15 or 20 years ago.

This briefly is the position of commercial research today. But with the coming of peace and the release of presently short materials needed by consumer goods industries to reconvert to full production, the problems facing sales and advertising managers and research departments may change, though their solution will remain important to profitable operation.

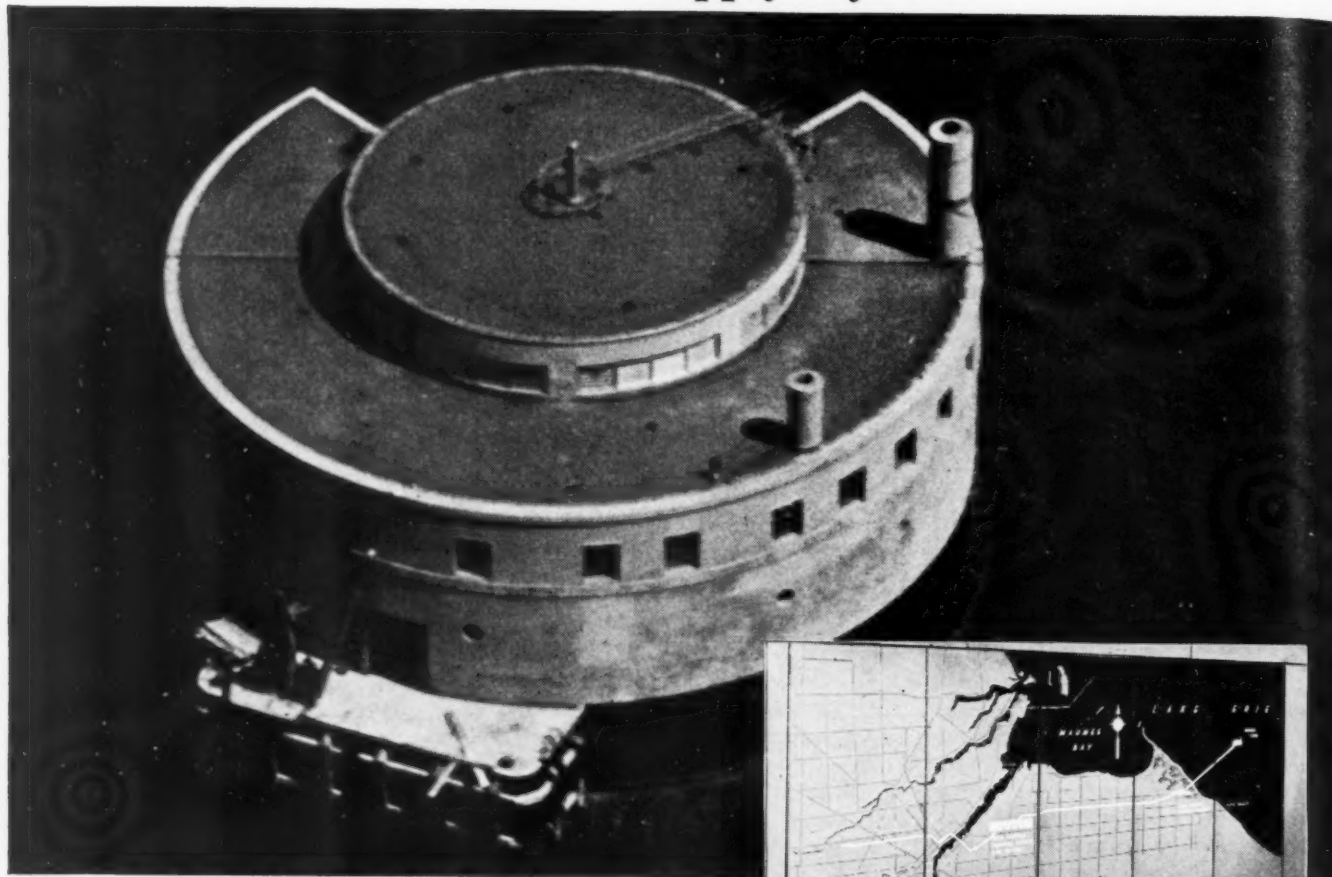
Postwar Changes in Markets and Distribution Channels

Perhaps if we list some of the post-war changes in markets which are now apparent, it will show how much market research can assist in developing data which will guide the decisions of marketing executives, post-war.



"What happens to the canned sales talk if you meet a purchasing agent who uses a canned turnaround?"

This is Toledo...with its \$10,000,000 Lake Erie Water Supply System



"Fortress in the Lake"—The Crib

If in this series of advertisements reference is often made to Toledo's advantages of location, it is because this is a matter of supreme importance. When, for instance, the growing city looked for a greater and better supply of water, for home use, for fire protection, and for the important requirements of industry, the answer was found at its own front door, in Lake Erie. The Toledo Lake Erie Water Supply System now provides abundantly for every use. The relatively soft and pure Lake water is further softened and purified by an elaborate system which represents the most advanced thought in engineering and in construction. Envisioning the needs of a city of twice the present size, the system is obviously prepared to take care of all requirements of the greater industrial Toledo of tomorrow.

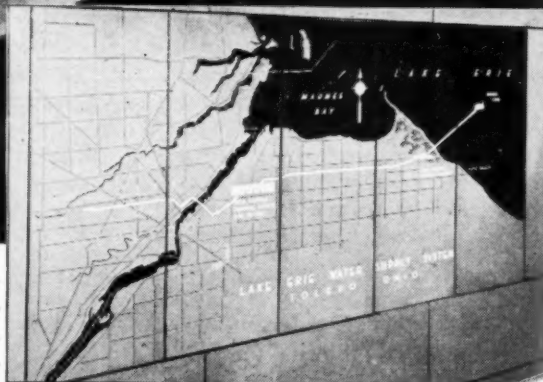
TOLEDO BLADE

One of America's Great Newspapers

Represented by Paul Block and Associates

NEWSPAPERS ARE ALWAYS THE BEST ADVERTISING MEDIUM

The Libbey-Owens-Ford glass outline map shows the system from the intake through all of the steps to the trunk line terminus on the west side of the river.



...and this is the TOLEDO BLADE

"Only a great market can support a great newspaper." Toledo is conscious of the physical advantages which Toledo enjoys—advantages which have contributed to the development of a strong and stable city. From its establishment more than a century ago, The Blade has endeavored to serve well the needs of the community. Its reward has been in the continued confidence and loyalty of its readers. The Blade today reaches all Toledo, with unusual coverage of the rich surrounding area which contributes substantially to the prosperity and stability of the whole Toledo market.

To set the scene against which these marketing problems are emerging out of the haze of uncertainty, let us recall two recent political developments and a third economic development:

1. In the November elections the New Deal received what it may consider a mandate to revise our economic system to gain so-called social ends. This is likely to lead to further legislation designed to raise the income levels of the lower economic groups and to lower the income of the former "A" income group. It may lead to the further socialization, particularly of utilities, through a Missouri River Authority and probably to closer governmental control of industries in which huge government investments in plants have been made for war production.

The Labor Picture

2. Labor, because of its assistance in the election through CIO-PAC, will probably continue to be the bright-haired boy of the Administration and will demand, and probably get, legislation designed to keep employment and wages at their peak. For the time being, therefore, we can anticipate high income for the laboring classes, while management and white-collar workers will find it difficult to maintain their present standards of living. In most cases their pre-war living standards have already gone by the board.

3. Because war production was spread over wide centers of population and because in some cases the labor force was insufficient, there has been a mass movement of workers to these areas. This has meant a great shift in consumer income. While some of these shifts will be more or less permanent, many centers will probably return to their pre-war position, thus further complicating marketing problems.

Out of these conditions will develop some complex marketing problems on the solution of which will depend the profitable operation of industry. The following are some of the important changes in markets which the commercial research department must follow and measure.

If the images of these post-war changes are not too distorted by the fog of uncertainty, we can expect high national income which will support a substantial volume of business, but we can also expect a shift in the distribution of that income, which will effect marketing problems.

In the following forecast of shifts in income, note the change in the number of families in each income group from 1936 to 1944 and the expectation for 1950:

Number of Families (000)			
Annual Income	1936	Est. 1944	Forecast 1950
Under \$1,000	20,932	5,230	7,650
1,000—3,000	16,059	23,650	22,950
3,000—5,000	1,565	9,420	9,900
5,000 and over	902	5,300	5,500
	39,458	43,600	46,000

Selling the product of a fully employed labor force will require ingenuity and a careful appraisal of

markets. The appearance of hundreds of new products, and improvements on products which formerly had an established market will create unusual competitive conditions. The increase in competition will not be confined to the brands of a particular product, because competition between kinds of products and services for the consumer dollar will also be increased.

Regardless of the political situation, we can look for changes in the geographical distribution of the population and of national income as a result of the closing down of localized war industries and the partial return of workers to their former homes. We



There are 82,826 Families in the Greater Omaha Market

Wouldn't you like to learn what foods, soaps, drugs and beverages these families are buying—and where? What they prefer in appliances, automobiles, homes, and equipment? What their general habits are—how often they eat out, where they will go on their postwar vacations? On what day of the week they do most of their grocery buying? What type of store they favor?

You'll find the answers to all these questions—and many more—in the new, first edition of the *Omaha World-Herald Consumer Analysis*, just off the press. It will definitely help you do a better advertising and selling job in this great Nebraska-southwest Iowa market.

Executives may secure copies free of charge. Simply address your request to our National Advertising Department.



OWNERS AND OPERATORS OF RADIO STATION KOWH
National Representatives, O'Mara & Ormsbee, Inc.
New York, Chicago, Detroit, Los Angeles, San Francisco

Net Paid Circulation, May, '45, Average—Daily 208,467, Sunday 210,819

What's Ahead in the Railroad Market—



AS POINTED out in a recent survey (*The Post-War Railway Market for Manufacturers**) prepared by the editors of the *Railway Age* and its three associated publications, it seems a reasonable conclusion that annual freight car orders in the immediate post-war years should not be less than the 118,000 total ordered in 1941. Indeed the average may well be considerably more—especially if designs are offered by the manufacturers which will show material operating economies, compared with standard types now in service. It is evident that many thousands of freight cars are being continued in service much beyond their economic life—because under severe wartime restrictions it has not been possible to replace them. In fact, more than 40 per cent of the freight car inventory is over 20 years old and fewer than 14 per cent of the cars are five years old or less.

The need for new freight cars in large numbers is one illustration of the magnitude of the post-war railway buying backlog which is piling up throughout the railway plant. It emphasizes the importance of establishing a strong sales position in the railway market *now*, through regular business paper advertising.

Four Simmons-Boardman railway publications are your direct routes to railway sales. These publications are highly respected and recognized channels of authoritative technical and business information. Each publication serves one of the several branches of railway activity—each one has a specialized audience of key men. The men who recommend, authorize and specify purchases of all types of rolling stock for the railroads are the readers of *Railway Age* and *Railway Mechanical Engineer*.

*If you have not already received your copy,
write for this postwar booklet . . .



All A.B.C.-A.B.P.
Railway Age **Railway Engineering and Maintenance**
Railway Mechanical Engineer **Railway Signaling**

SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church Street

New York 7, N. Y.

105 W. Adams St., Chicago 3 Terminal Tower, Cleveland 13 Washington 4, D. C.
 1038 Henry Bldg., Seattle 1, Wash. 300 Montgomery St., San Francisco 4, Cal. 530 W. 6th St., Los Angeles 14, Cal.

can further expect that returning servicemen will increase the number of service establishments and small manufacturing units, and that farm workers, recently employed in war plants, may not return to their farm homes.

Another possible change in the post-war period is an increase in the demand for goods used for recreational purposes. This will be the result of increased leisure time of workers caused by increased output per man hour for labor because of improved machines and the demands of union labor for a shorter work week.

Shifting distribution channels resulting from experiences of retailers and wholesalers in pioneering new lines of merchandise during wartime restrictions will present additional problems to the marketing executives of companies that have not been merchandising consumer goods during the war period.

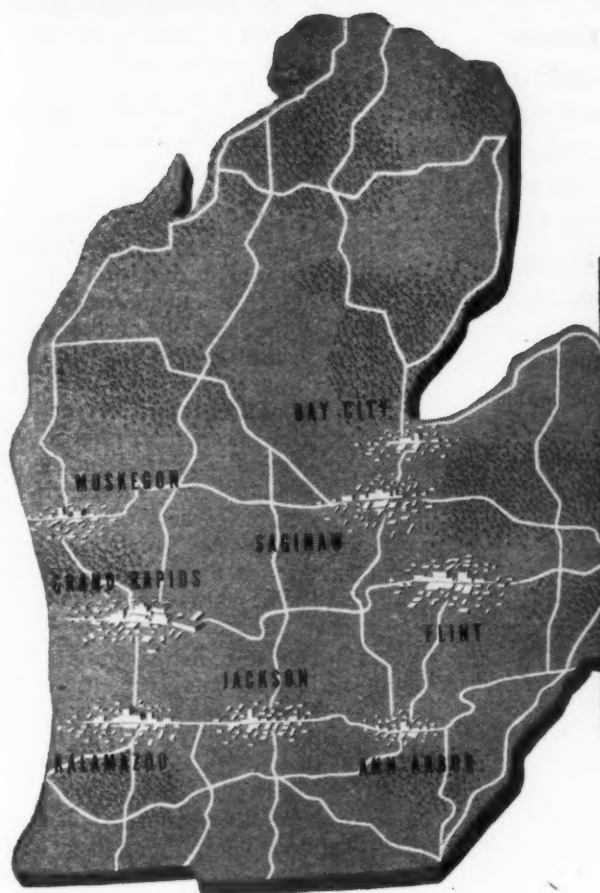
Changes in the buying habits of consumers resulting from changes in their social and educational backgrounds, will present a problem to the advertising executive. This will be further complicated by changes in basic interests, due to the emotional strain of families who have had members in the Armed Forces as well as by the changed interests of some 15 million service personnel whose experiences may have altered their receptivity to many types of advertising copy.

These changes in markets (people with money to buy), their geographic distribution, and the means of getting products to markets, as well as changes in the interests of consumers, will result in many sales and marketing problems, post-war. In order to tie the effects of these changes down as specific problems some of the sales problems might be:

Problems Arising from Changes In Income Distribution

1. Should a company that formerly concentrated on a low price line, but with well established higher price products, maintain its emphasis on the lower price line, increase the price of the line, or change the emphasis to one of the higher price products?
2. What changes can be made in a low price line which consumers will accept as valid reasons for increasing its price?
3. Should a company developing a new post-war product, aim its sales strategy and advertising appeals at 7,600,000 consumer families with incomes of \$1,000 or less, or 23,000,000 consumer families with \$1,000 to \$3,000?

SALES MANAGEMENT



Sell MICHIGAN Outside of Detroit!

Most of your key Michigan markets outside of Detroit are Booth Newspaper markets. In the aggregate the eight Booth markets—Grand Rapids, Flint, Saginaw, Muskegon, Kalamazoo, Jackson, Bay City and Ann Arbor—represent a major part of your total Michigan sales potential.

Total trading zone population in these eight Booth markets is a million and three quarters, and total daily Booth Newspaper circulation is three hundred and fifty thousand copies—intensive, profit-

able coverage of one of your most desirable markets.

Get this important sales "extra" out of your Michigan market. Sell Michigan outside of Detroit! You can do it effectively and economically with Booth Newspapers.



For specific information on Booth Michigan Markets, call

**Dan A. Carroll, 110 East 42nd Street,
New York City 17**

**John E. Lutz, 435 N. Michigan Ave.,
Chicago 11**

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

Dozens of new uses for this new recorder!



Silently—faithfully—the Fonda Recorder makes an eight hour record on cellophane tape of conversations between control tower and planes in flight. Fully automatic, it requires no attendant—can be played back immediately.

GET acquainted with the Fonda Recorder and you will find numerous essential uses for it in your work. Consider these features: It records up to 8 hours on cellophane tape unattended . . . There is no processing of the tape—throw a switch and listen to the play back in full, natural sound! . . . It functions equally well in a sound-proofed studio or in an amphitheatre.

No technical skill or knowledge is needed to operate it . . . Any part of an 8-hour recording can be instantly

located for play back and reference. Its fidelity compares favorably with that of any other reference recorder made . . . Any Fonda recording can be played back hundreds of times without evidence of loss of quality.

NOTE—The Fonda Recorder can now be sold only to persons or firms enjoying government priority ratings. For information and literature write today to:

**FONDA DIVISION
JEFFERSON-TRAVIS CORPORATION
245 East 23 Street, New York 10, N. Y.
NEW YORK • WASHINGTON • BOSTON**

Continuous Sound Recording Equipment



Radio Broadcasts
Telephone Conversations
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Medical Case Histories
Educational Projects
Speech Training Courses
Preliminary Legal Testimony
Law Enforcement Investigations
Diplomatic and Intelligence Activities
Governmental Monitoring of Radio Broadcasts
Radio, Theatrical and Dramatic Rehearsals

4. Should a company that formerly sold a product priced only for the higher income brackets, lower quality and price slightly and become a much larger producer by pricing for the next lower income group?
5. How should such a premium priced product be advertised and sold to 4,500,000 families who formerly could not afford to buy it? In other words, how have the interests of the group with incomes over \$5,000 changed since 1936?

To answer these questions the commercial research department must follow carefully the shift in the distribution of national income by income classes of consumers. It must know which income groups make up the market for the manufacturer's product and what effects changes in the income have on sales.

The attitude of consumers in the various income groups to the kinds of products made by the company and to the particular brand must be known accurately. If the company has data to use as a bench-mark from which to measure these coming changes, it is fortunate. If no such data have been collected, the company cannot start too soon to obtain it. It is not enough to know the brand sales volume of a product and its competition, for if production has been affected by restrictions, sales figures become distorted and misleading as indexes of brand preference. Only a careful study of actual brand preferences will give the data required for the purpose.

Too much optimism should not be based on studies attempting to show the intentions of consumers toward the purchase of a particular kind of product. Consumers' intentions to purchase particular products are dependent on the manufacturer's price policy, the appeal of other types of consumer goods available, and his success in styling his particular brand.

The company's commercial research director must be given the funds and the time required to develop data if he is satisfactorily to perform his obligation to production, sales and advertising departments.

Problems Arising from the Geographical Shift in Consumers and Income

1. Should a company that formerly concentrated on markets in the East or Middle West, establish manufacturing capacity branches or independent distribution on the Pacific Coast, the South, and

Grandma could have had one on her corset...

ONE day, back in 1893, after Grandpa had grunted, sworn, tugged, shoved, and finally got Grandma laced into her corset, they went to the Chicago World's Fair. Grandpa saw something there that made him mad.

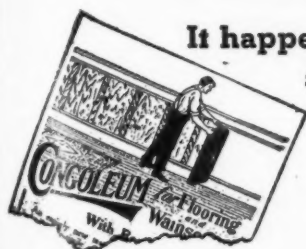
"I don't see why they don't put one of *those things* on corsets," he growled. "One of *those things*" was the first slide fastener. A man named Judson was displaying it at the Fair. He had invented it that year to fasten the tops of his shoes.

It took *brand advertising* to put the slide fastener permanently into everyday American lives.

Talon, Inc., largest manufacturer of slide fasteners in the world today, has done much of the job. Brand advertising has helped to create mass desire for Talon slide fasteners, and resulted in the mass production of better slide fasteners at constantly lowered prices. More than 100 million Talon slide fasteners were being used as far back as 1935—and year after year, have cost less.

The story of brand advertising's results is always the story of benefits to the public. Only 17 years after it cost you, on the average, \$600 for an electric refrigerator, you could get a better, nationally advertised one for \$170. The average radio cost \$125 in 1927; a better, nationally advertised one averaged \$31 just before the war. Gillette Safety Razors dropped from \$5.00 in 1906 to 49c (with five Blue Blades!) in thirty years of brand advertising.

This wouldn't be—couldn't be—America, if brand advertising hadn't helped create mass production, cut costs, and provide all of us with the better things we want to live with.



It happened to Congoleum Rugs

\$18.00 in 1920 but \$6.95 in 1942

Congoleum *brand advertising*, with its emphasis on quality through the years, is one big reason why the mushrooming demand for Congoleum Rugs necessitated a constantly expanding mass production that cut the price. That's the natural result of brand advertising.

FREE REPRINTS OF THESE STORIES OF "WHY AMERICA'S GREAT"

This series of newspaper and magazine advertisements is offered as a public service by Fawcett Publications, Inc., 295 Madison Avenue, New York 17, N. Y. Write for free proofs.

FAWCETT PUBLICATIONS, INC.

WORLD'S LARGEST PUBLISHERS OF MONTHLY MAGAZINES

other war production boom areas?

2. Should sales and advertising efforts be reduced in areas where population and income have declined?
3. Should a company making a product for the farm market count on expanding its volume or will the migration away from the farm by former farmers among service personnel reduce the market for its product?
4. Should a company making equipment for small service establishments increase its production

capacity and sales efforts to meet the probable increase in the number of such businesses?

To assist in solving these problems a commercial research department must know what has happened to the population in each section, state, and market since 1940. It must collect facts from each of the war production centers regarding cancellation of war contracts and the probable population shifts from these areas as a result.

Certainly the development of air transport and the contemplated improved highway systems will change to a large extent the shopping areas

for particular types of consumer style and durable goods. This will be especially important as the development of feeder air lines enlarges retailer areas of principal style markets in the post-war period.

Similarly wholesale trading areas may be vastly broadened, and the effects of these changes on the distribution system of the manufacturer, his packaging, discount and credit policies, should be the subject of continuous study by the commercial research department.

This research should be especially valuable to mail order houses and agricultural implement manufacturers, for a return to the farm of service personnel and migrated war workers may increase substantially the market for some types of merchandise. On the other hand, if few servicemen return to the farm and the migrated war workers stay in industry, there should be greatly increased demand for farm labor-saving equipment to replace this manpower loss.

Problems Arising from Greater Recreational Time of Workers

1. Should a company making products both practical and of a recreational nature, plan a greater increase in its recreational line?
2. Should recreational items be marketed at higher prices than formerly?

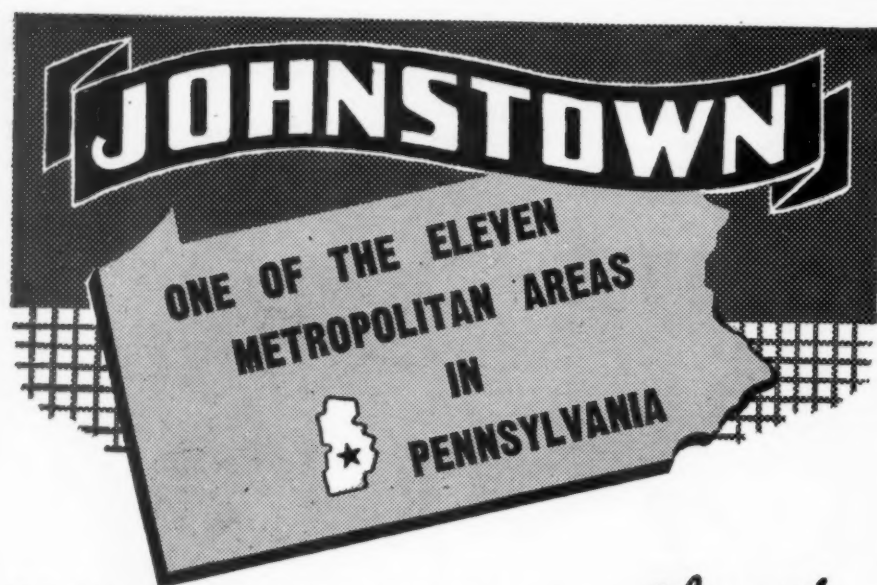
The commercial research department of companies making products for recreational purposes: the automobile, boat, sporting goods, etc., should watch carefully such changes in the market for products as will come with the decrease in working hours. It may be that the efforts of organized labor will be successful in retaining present take-home pay or in securing an annual wage for labor. If they succeed, the large available income and the shorter work week which will come with increased efficiency per worker on virtual full employment will result in a vastly increased market for such products.

Releases of the Bureau of Labor Statistics and the National Industrial Conference Board should be carefully watched for signs of such changes. Then recreational preference studies among the classes receiving benefits of such changes will give a reliable index to the extent of the growth of the market.

Problems Arising from Shifts in Distribution Channels

1. Should a company convert to branch operations in order to

SALES MANAGEMENT



TO DO A COMPLETE SELLING JOB
IN THE KEYSTONE STATE, THIS
BIG, PROSPEROUS MARKET IS

*Always
included*

Here in the Metropolitan Area of this famous Steel and Coal Center in Pennsylvania are 345,869 people whose buying habits are influenced by what they see and read in The Johnstown Tribune and The Johnstown Democrat. Nearly everyone here reads one or both newspapers. Surveys show Reader Interest to be exceptionally high.

For your present or post-war products The Johnstown Market must be included to obtain the maximum results in Pennsylvania.

RETAIL
TRADING ZONE
345,869
CITY ZONE
108,485

THESE TWO ALERT AND THOROUGHLY READ
NEWSPAPERS HAVE VIRTUALLY COMPLETE
COVERAGE IN JOHNSTOWN'S METROPOLITAN
AREA.



TIME



Paper cups for ice cream.....



Caps that stay on tight



Cans that give variety.....



to whet the appetite

ARE ALL MADE BY CONTINENTAL CAN COMPANY

When your wife sees the Triple-C on a food can, she can be sure that the vegetables or fruit inside are fully protected—and just as nourishing and wholesome as when they were picked. Folks have learned that the Continental trademark is a mark of quality. And that holds true whether you see it on paper cups, fibre drums, plastic products or war weapons.

That's why it's a good idea to keep your eye on Continental—and on the Continental trademark. When the war is won, you'll be seeing it more and more on quality products in industry and in your home.

★ ★ SALVAGE EVERY TIN CAN ★ ★



Products and Divisions of Continental Can Co.
100 East 42nd St., New York 17, N. Y.

CONTINENTAL PRODUCTS: Metal Containers, Fibre Drums, Paper Containers, Paper Cups, Plastic Products, Crown Caps and Cork Products, Machinery and Equipment.

OPERATING DIVISIONS: The Container Corp., Van Wert, Ohio; Keystone Drum Company, Pittsburgh, Pa.; Boothby Fibre Can Division, Roxbury, Mass.; Mono Containers, Newark, N. J.; Plastic Division, Cambridge, Ohio; Royal Lidco & Cork Co., Wilmington, Del.; Cameron Can Machinery Co., Chicago, Ill.

FOREIGN SUBSIDIARIES: Continental Can Company of Canada, Limited, Sun Life Building, Montreal, Canada; Sociedad Industrial de Cuba, S. A., Havana, Cuba.

KEEP YOUR EYE ON CONTINENTAL — FOR PACKAGING AND PLASTIC PRODUCTS
Time in "REPORT TO THE NATION," every Saturday over CBS coast-to-coast network.

STILL STRESSING the increased variety of Continental products and services now available nearly everywhere, this colorful series boosts cans as ideal food packages under any conditions. It mentions the many other things besides cans we're making at Continental now, and what Continental will have to offer when V-Day

comes. You'll see this striking campaign running full-color in leading national magazines—*Time*, *Newsweek*, *U. S. News*, *Business Week*, *Fortune*. So, keep your eye on Continental, and on Continental's trademark, too! The Triple-C stands for *one* company with *one* policy—to give you only the very best in quality and service.

- reach all types of retailers handling its product?
2. What changes should be made in the product, the packaging, pricing, and credit policies in order better to serve all the newer types of outlets?
 3. Should grade labeling, specification labeling, and other self-service sales helps, be adopted?
 4. Should retailers be approached directly by the company's own salesmen or through wholesalers?
 5. What type of retailer is best suited for the product? If a wholesaler is used, what type?

6. What effect will the release of thousands of servicemen and their desire to own their own businesses have on the number of retail outlets for a product?

Certainly one important study which should be made now by commercial research departments is to evaluate the changes in retail and wholesale outlets for the product which has come as a result of restrictions on production. The lines formerly carried in cigar stores, service stations, drug and hardware stores have broadened remarkably. As examples, a cigar store in one office building is successfully

selling unusual jams and jellies; grocery stores in many cases have added small household hardware items and vitamin products; service stations have taken on lines of household hardware and sporting goods, and hardware stores have gone in for new lines of household items.

These trends seem to indicate the future development of neighborhood department stores where the added convenience to consumers in buying all such items in one stop will provide a mass of store traffic sufficient to pay for the greater overhead of such organizations. These and similar basic trends deserve close study by research directors. Their development will call for changes in sales, packaging, discount and credit policies in many cases. To fail to put products into certain of these outlets in the near future may seriously affect the post-war sales and the company's profit.

Market Analysis Valuable

Returning servicemen are expected to flock in great numbers into lines of small services and retail businesses requiring a minimum of capital. They will be financed by the Federal Government through its Loans-to-Veterans program. Many manufacturers seeking distribution through these new outlets will do well to screen carefully their outlets of this kind and then to develop through their commercial research departments all possible aids for new retailers.

The trend toward self-service even in department stores will also put added demands on consumer research. Self-service demands that the goods be plainly marked with informative tags for the consumer. Also such information must be presented as a sales story. But more important is the change in the functions of the manufacturer's advertising. It must take over the job of the retailer's sales force in such cases and, as a result, its effectiveness should be continuously tested by the commercial research department.

These are only a few of the possible major changes in markets (which after all, are people with money to buy) and the marketing problems arising from the changes, which will confront sales and advertising executives in the next several years. Likewise, only a few of the functions of the commercial research departments have been listed in connection with the solution of these problems. It is in the analysis and evaluation of these and other similar changes on the marketing operation that the commercial research department can be of greatest service to post-war industry.

Most People Guess Wrong On This One . . .

**which of these ABC cities
has the largest population?**

Chattanooga, Tenn.

Binghamton, N. Y.

Wichita, Kans.

Erie, Pa.

Spokane, Wash.

Tampa, Fla.

Bridgeport, Conn.

HERE IS THE ANSWER: Erie 130,437, Binghamton 133,564, Tampa 133,978, Spokane 143,900, Wichita 171,201, Chattanooga 176,287, Bridgeport 190,836

Bridgeport has always been an excellent market, and is covered *thoroughly* by the

BRIDGEPORT POST TELEGRAM

**100% daily in the ABC City and 89%
daily in the City and Retail Trading Zone.**

Source: ABC Audits for December 1944

ABC City Zone Populations from Publishers

Statements for March 1945

Represented Nationally by

PAUL BLOCK AND ASSOCIATES

Your old paper can help hold a beach-head!



↑ **PAPER FOR THE PACIFIC!** Every landing requires tons of supplies, most of which are paper-packed. Rations, medicines and munitions must often be *double-wrapped* for the tropics. None of this war paper comes back! That helps to explain why need for waste paper is today at an all-time high!

START A PAPER SALVAGE PROGRAM! If we are to supply the Armed Forces and meet your essential needs as well, we must save *more* and *more* paper out of *less* and *less*. See to it that a Paper Salvage Chief is appointed in your office, and that he has authority to clear waste paper out of dead files and store rooms. ↓



This advertisement prepared by the War Advertising Council in cooperation with the War Production Board and the Office of War Information. Space contributed to Double-V Waste Paper Program by this publication.

Separate and tie in bundles: 1. Waste-basket scraps. 2. Corrugated boxes, brown paper and bags. 3. Magazines and books. 4. Newspapers.

SAVE WASTE PAPER

V TO SPEED VICTORY
V TO AID VETERANS
ON LOCAL PROJECTS

The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

Among the factors operating within the textile industry to break down its traditional promotion backwardness are these: New promotion techniques are emerging,* new technical developments are here, the position of sales agents is changing, branded fibres are multiplying, and teamwork in promotion is increasingly evident.

BY JAMES C. CUMMING *

*John A. Cairns & Co.
New York City*

A GIANT industry doesn't change its philosophy and practices just because somebody says it ought to. If we are correct in our basic thesis that the textile industry is ready right now for the application of modern sales promotion methods, it must be that new factors, operating deep within the industry, have overcome the industry's previous backwardness. In the second article in this series (SALES MANAGEMENT, June 1, 1945) we outlined a number of these factors—particularly the forces that acted from outside the industry.

There are, however, a number of other factors operating entirely within the industry which are contributing to the same result. Furthermore, this subject is so very important that we are going to risk seeming to repeat in order to make our point very clear and definite.

Let's consider these additional factors in one-two-three order:

1. New promotional techniques have been developed by textile firms during the past decade. These techniques have solved some of the underlying problems that contributed to the promotional backwardness of the industry.

Forstmann Woolens, for example, were confronted with the difficulty of having their woolens used in garments in many different price ranges. Instead of hiding its head in the sand by suspending the promotion of its fabrics, this firm worked out a dis-

tribution plan that solved the problem and gave the industry an important technique. It selected a few manufacturers whose products fitted into a limited number of retail price lines, and sold their goods exclusively to them. In execution the plan has by no means been perfect, partly because of wartime conditions. Normally, with high-style manufacturers such as Philip Mangone getting first call on new goods, and with the same goods going to popular-price manufacturers a season later, the Forstmann technique should be highly successful. Even as it is, it gives Forstmann some control over the retail pricing of the garments made from their piece goods, and permits it to concentrate on establishing its identity with consumers.

One Solution to the Problem

American Viscose was faced with the problem of identifying its yarn to the consumer. This was particularly difficult, as the yarn goes to a mill for weaving, then to a converter in the form of piece goods, then to a manufacturer and finally to a consumer in the form of a finished garment. And you can't stamp your firm name on a strand of rayon!

The technique developed by American Viscose was ingenious and successful. It was based on a greatly needed service to the consumer. The firm set up its famous red light, yellow light, and green light labels, informing the consumer that the labeled garment should be dry cleaned, hand washed or washed "as you please." This informative labeling was publicized widely through national advertising so that it gained recognizable consumer acceptance. Mills and manufacturers want American Viscose labels on their products because, in addition to the information they give to consumers, they also give assurance as

to the shrinkage factor in the fabric.

The application of this technique is not easy, nor is it inexpensive. It requires constant testing of dye lots under American Viscose supervision, in order to make the Viscose label really mean something. But it is a technique that has successfully carried the American Viscose name through the mill, the converter, and the manufacturer to the consumer.

Fruit of the Loom developed an interesting technique in order to get identification for a fabric trade-mark. Instead of selling under the Fruit of the Loom name to anybody who wanted to buy its piece goods, this firm licensed non-competing manufacturers to be the exclusive producers in their fields of cotton and rayon products, which would bear the Fruit of the Loom trade-mark. Standard Garment Co. was licensed to manufacture Fruit of the Loom house dresses, Abeles Shirt Co. was licensed to make Fruit of the Loom Shirts, and so on through approximately 90 manufacturers.

This technique has been successful in getting active promotion of the Fruit of the Loom name in leading stores throughout the country. It is not a technique that many mills would be willing to adopt because of the requirement that sales be limited to licensed manufacturers and that the quality of finished products be constantly policed, but it serves to illustrate the point that techniques are available to overcome the problem of mill identification in the finished product.

Difficulties Can Be Met

In fact, tested techniques are available now to meet almost any of the difficulties that have caused the industry to be backward about promotion. The only requirements are alertness on the part of the mill or manufacturer to the need for intelligent promotion, and the courage to adopt the techniques which may be available.

2. New textile developments are coming all the time. We have already mentioned, and we are going to repeat, that sound sales promotion is based on news—and that today there's plenty to talk about. There's so much news, in fact, that it overflows from advertising columns into the editorial pages of leading magazines, and consumers are reading about ad-

* The first of Mr. Cumming's articles in textiles appeared in SALES MANAGEMENT for April 15, 1945; the second, June 1, 1945, and the third appeared June 15, 1945. Another will appear in an early issue. When the series is complete, reprints of the entire group of articles will be made available in one printed unit.



SIGNIFICANT TREND: In the auto industry everyone who makes parts promotes his own product, under its own brand name. Now textiles are adopting the same policy. Yarn makers promote branded yarn; mills promote piece goods; converters promote fabrics; selling agents promote products they represent; and the makers promote finished textile items. It begins to look like team work. This development will have a significant effect on the industry's future. Straws in the wind—forecasters of trend—are these advertisements selected from recent issues of fashion magazines.

vances in making textiles waterproof, crease-resistant and non-shrinking.

It's true that many of the stories appearing in current magazines sound like part of the average American's dream about the post-war world. But it's also true that these stories are based on proven facts, and that most of the developments they prophesy have been tested and are entirely practical. Every woman knows, from her pre-war experience with nylon, that when a nylon stocking is washed it goes back into its original, boarded shape. Therefore it's easy for her to understand the new developments in

plastics which will make a man's suit which has been soaked in the rain go right back into shape when it's hung up to dry, with all its creases in the right places.

Practically every yarn manufacturer, every major mill, every finishing plant, has under wraps in its laboratory new processes intended to help that firm to get the jump on competition after the surrender of Japan. Those new processes not only call for, they will make exciting advertising and sales promotion.

3. There has been—particularly

during the past two years—a marked change in the position of the selling agency. Traditionally huge sections of the textile market have been dominated by houses that sold on commission. The fabrics the mills wove were distributed by the selling agents, and were either unidentified or were identified by the labels of the commission houses. There was a reasonable question as to whether the mills or the selling agents should pay the cost of promotion.

Today many mills are setting up their own sales organizations. Others are working with informed selling

67.3%

of all space
bought by
Buffalo

MEN'S WEAR STORES

appears in the
Buffalo Courier-Express

A large chain store places
54% of its space in the
Courier-Express. The
largest men's store, 62.7%.
The largest men's
furnishings store, 100%.

The local boys, and the
national boys, too, who
know their stuff
know that in Buffalo

**the Courier-Express
Delivers the Goods!**

*Buffalo
Courier-Express*

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER

TIME
At a Glance



EXACT time is the interest-
center of this new electric clock
in its clean-cut case of beautifully
grained woods. Perfect for home
or office. Soon at your dealers.*

FROM THE *Barr* FAMILY OF
Fine Gifts

*At present we're 100% on war work.
Buy bonds now—your clock later.

BARR MANUFACTURING CORPORATION
WEEDSPORT, N. Y.

[102]

agencies that have learned the importance of sales promotion in the field. The unprogressive commission house that regards advertising as a waste of money is tending toward elimination.

4. The producers of synthetic fibers are promoting their yarns aggressively. Until the development of synthetics no type of yarn had a real sponsor. Nobody could speak for wool, linen, cotton or silk as such. The International Silk Guild came closest to doing this type of promotion, but was never able to get full cooperation from the mills because the mills were not essentially *silk* mills.

Textile mills, by and large, are interested in weaving anything they can produce at a profit. They'll even make paper if they can make money on it. A cotton mill may actually be more interested in weaving rayon than cotton. A wool mill may produce fabrics of rayon and cotton as well as wool. Even the mills represented by the Cotton Textile Institute are not essentially and exclusively cotton mills. They produce fabrics from rayon, flax and cotton in accordance with shifts in market demands.

The people with the real stake in yarn production were farmers. Many of them were share croppers. And even if they had all been financially responsible, you can't organize 10,000,000 farmers to promote cotton.

With the development of synthetic fibers which has occurred during the past 25 years, the big stake in yarn production has shifted to corporations. Yarn producers include Tennessee Eastman, Celanese, Bemberg, American Viscose, du Pont, some of the most important names in American industry. The yarn producers have the ability, the skill, the courage, and the means to speak loudly and aggressively for the fibers they produce.

Therefore, since yarn is the basis of the industry, sales promotion in the textile field is building on a sound foundation.

5. Textile manufacturers have learned that the whole is equal to the sum of all its parts. It's true that in the textile industry the biggest investment must be made by the people whose products tend to lose their identity. The converter and the manufacturer of finished textile products, each of whom makes a very small investment compared with that of the mill, have submerged the mill's identity in their own. Today however, mills producing grey goods, woollens and worsteds, and similar products are beginning to realize how each component part of the industry can do a

promotional job on its own behalf.


They are beginning to see, too, that their problems are not unique. In the automotive field, for example, the problem is somewhat similar. Fisher promotes automobile bodies. AC and Champion promote spark plugs. Libbey-Owens-Ford promotes windshields. Philco and Exide promote batteries. Ford, Chrysler and General Motors promote finished cars. Each helps himself and the automobile industry at the same time.

The textile people have been slower in developing this viewpoint, but they are accepting the position that each should take an important position as a part of the whole industry. And so we see manufacturers such as Celanese and American Viscose promoting yarns; mills such as Skinner, Pepperell, Bates, Cyril Johnson, and Dan River promoting piece goods and finished products; chemical plants such as Dow, Monsanto, Rohm and Haas, Calco, du Pont, and Union Carbide and Carbon promoting finishes; converters such as Cohn-Hall-Marx, and Everfast promoting fabrics; selling agencies such as Wellington Sears and J. P. Stevens promoting the products of the mills they represent; and manufacturers such as Hart, Schaffner & Marx, Cluett Peabody, Van Heusen, BVD, Palm Beach, Nelly Don, and dozens of others promoting finished textile products.

We hope that the points we have cited here will emphasize our conviction that today there is every reason for any firm in the textile business to follow a carefully-detailed promotional program. Such a program is fast becoming essential to the maintenance of a competitive position.





SALES MANAGEMENT



How many farm men and women have you known who worked long hours, all their lives, never taking a vacation, always planning to take time to live—some day? This is the tractor advertising of a different sort. It sells an easier life, more leisure, more fun.

Do Your Living NOW

"How many farm men and women have you known who worked long hours, all their lives, never taking a vacation, always planning to take time to live—some day?" This is the tractor advertising of a different sort. It sells an easier life, more leisure, more fun.

Allis-Chalmers Sells "Use Value"; Plays Down Nuts & Bolts

Advertising for the Tractor Division of Allis-Chalmers underwent a major change when the company decided to base its appeals on what the product would do for the prospect. Now they tell farmers what better equipment means in terms of less work, better living.

BY HAROLD E. NELSON
Advertising Dept., Tractor Division
Allis-Chalmers Mfg. Co.
Milwaukee, Wis.

IF the experience of Allis-Chalmers in selling farm equipment proves any one point above all others, that point is the positive response from sales campaigns based on the use value of the product.

In the early 1930's when this company first became prominent in the farm equipment field, most farm machinery was sold on a bolts and nuts basis. The typical sales catalog contained page after page of comment concerning the excellence of tractor gears, the strength of the chassis members and the close fit of pistons and valves. Rarely was there any serious consideration of what this collection of machine-shop wonders might add to the daily living of the farmer who purchased it.

Partly from intent and partly through necessity, Allis-Chalmers took a new approach. Shortly after its serious entry into the tractor field, it pioneered rubber tires for tractors. Here was something which was difficult to sell as bolts and nuts. It was

something entirely foreign to the established tractor business; it was a sales feature which took on value only when its utility was explained.

Rubber tires were followed by a new, light-weight, all-purpose tractor, and this, in turn, by the All-Crop harvester—a combine which looked like a plaything beside conventional machines, but performed near miracles in handling many crops, including those which had never before been threshed as they were cut.

Each of these items called for more than selling mechanical features. Their strong point was what they *would* do, not what they *were* in terms of iron, steel, or fabrication. So the typical Allis-Chalmers sales story became the description of *results* rather than construction details.

To package the theme in a few words which could be carried in both publication advertising and sales literature, a signpost slogan was devised. Its three forward-pointing arrows carry the notation, "To Better Farm-

The "Who, What and How" of

COMMERCIAL FREEZING



FOOD INDUSTRIES'
1945 FROZEN FOODS
DIRECTORY IS READY.

A handbook for the rapidly expanding commercial frozen food industry, this Directory lists the freezers in alphabetical order and names the executives, products frozen, brands, types of containers used, freezing systems employed, gives the location of plants, and tells where frozen foods can be obtained.

It's the "who, what and how" of commercial freezing for those already in the business and for those contemplating entering it—at 50 cents a copy.

FOOD INDUSTRIES
A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N. Y.

TWO CITIES



LIKE COAT
and PANTS

Coat and pants are not alike, but together they make up a suit—and the suit would not be complete without them both. The same is true of the Tampa-St. Petersburg market. Two cities—one market—and forty percent of the market is St. Petersburg.

To cover St. Petersburg, use St. Petersburg newspapers. No outside newspaper has as much as 400 average circulation here.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
Represented nationally by
Theis & Simpson Co., Inc.
In Florida by V. J. Obenauer, Jr., Jacksonville



HE gets supplies by paper parachute



SHE helps provide the paper

PAPER parachutes, dropped from planes, carry vital supplies to men in advanced positions. This is only one of the 700,000 military needs for which paper is used.

Women help provide this paper by *salvaging* every scrap of household paper, as well as newspapers and magazines. They delve into attics and cellars for accumulations of dormant paper such as old periodicals and discarded books.

As purchasing agents for the home, women help, too, by *conserving* paper—by carrying home many

items unwrapped, eliminating the need for precious paper bags and wrappings.

They know that paper is *America's No. 1 War Material Shortage*.

McCall's a Powerful Influence in 3,500,000 Homes

Paper salvage is only one of the many forms of cooperation with the war effort to which McCall's Magazine is conditioning its readers. In war as in peace, women in 3,500,000 homes look to this magazine each month for inspiration and guidance.

(Magazines use only 4% of all paper and much of that is salvaged for re-use. McCall Corporation, along with other publishers, has instituted practices which are saving thousands of tons of paper. Because there are not enough McCall's to go around, readers help, too, by sharing their copies with friends.)

McCall's

THREE MAGAZINES IN ONE

SALES MANAGEMENT

ing, Better Living, More Profit."

Since then, nearly every ad and piece of sales literature has played up the human side of the picture—the idea of better, easier living through modern power equipment.

Well meaning critics, both inside the organization and on the outside, frequently point out that such a theme sells the competitor's product as well as the company's; that it sells modern tractors and equipment, but not necessarily *Allis-Chalmers* tractors. Probably this contention is right. Such advertising may very well help the competitor as well as the company. But the important thing is that such a theme consistently sells *more* Allis-Chalmers tractors and related equipment. As long as that happens, the company isn't likely to worry about the competitors and whether or not they can use the same story.

Customer reaction to the selling of use value seems to be two-fold: First, the customer reads the advertisements and sales literature and gets the urge to buy a modern tractor, harvester, or implement. But at the same time, he is unconsciously gaining the impression that the fully modern machine—the one which is sure to give him all of these desired advantages—is the one sold by that company.

Selling Use Value

A concrete example of selling use value is found in the opening sections in a typical sales catalog covering an Allis-Chalmers tractor. In this 8½" x 11", 2-color booklet, the first 11 pages are devoted entirely to selling the tractor in terms of better living on the farm. Here, following the general heading, "Farming with a Future," are the titles for the various spreads:

"Act Today—Win Tomorrow . . . to win today, to have a future tomorrow for you and for your children, you must work with the latest in modern power farming equipment." "Family Farming . . . with this . . . tractor and equipment on the job, you can do your own farming, becoming a family independent of outside help yet having more time for recreation together than you have ever enjoyed before." "Farm Better—Work Less . . . today, good farming, profitable farming, doesn't mean a ceaseless dawn-to-dusk grind. Today, good farming is the result of good management, modern equipment." "Make More Money . . . time is money . . . the . . . tractor will give you this time." "Do Your Living Now . . . you owe it to yourself, to your wife and children, to take time to do your living now, with them. With a tractor to get your work done on time . . .

you'll find both time and extra money for a short vacation."

Following this, 12 pages tell the mechanical story of the machine, but there, too, bolts and nuts are carefully interpreted in terms of better performance for better farming.

Compared with the beautiful language and high ideals of some current institutional campaigns, this story of use value may seem trite and juvenile; compared with concise engineering specifications, it looks vague and fuzzy. But time after time it delivers the goods when neither of the others will

do the job. Why? Because it hits people where they live. And when you do that, folks start thinking . . . and buying.

But selling the use value in farm equipment or any other type of durable goods is no push-over. This type of selling is likely to be just as good or just as bad as your knowledge of your potential customers. When you start selling something in terms of what it means to another fellow, you have to be intimately, and continuously acquainted with him.

In addition, it gives you the assign-

TO SEE THE HOUSTON OF TOMORROW . . .

... LOOK AT HOUSTON TODAY!



The Houston Market is sold
when your story is told
... in The Chronicle

THE HOUSTON
CHRONICLE

R. W. McCARTHY THE BRANHAM COMPANY
National Advertising Manager National Representatives

First In CIRCULATION and ADVERTISING for the 32nd CONSECUTIVE YEAR

ment of keeping so fully abreast of new developments that you know what your customer will want to do with a tractor, or a plow, or a harvester a year or two from now.

If that sounds elementary, here's an example: For at least 20 years, tractor plows have been a standard commodity in the farm equipment field. But this year, thousands of farmers are putting this familiar tool to an entirely new use—they are building terraces with it, using it to replace the heavy industrial earth-moving equipment which they cannot afford to buy or to hire.

Today, a manufacturer would miss

out on a very live sales story, if he didn't tie-in with this new program. Yet five years ago, advertising with such a theme would have sounded foolish, and even three years ago it would have been too premature to do much good. To bat a thousand, you have to lead the parade without leaving it behind.

That takes nice timing, but when you get it, the payoff is worth the effort. For instance, in August, 1944, Allis-Chalmers printed a booklet on terrace-building with regular farm plows. The booklet struck a popular note with the title, "You Have What

It Takes to Contour and Terrace." By a combination of luck and good planning, it was offered to the farming public just when most of them were developing their first serious interest in the subject. They wanted to know how complicated this kind of terrace-building really was, and here was a free booklet with the answers.

The result: More than a 100,000 requests in four months. And many of the inquiries asked about tractors and plows as well as about terraces. With the letters from farmers were many from school teachers, county agents, and soil conservation field men. They wanted the booklet to use in teaching and to circulate among the farmers they served. As a result, hundreds of these neutral educational agencies are helping to spread the idea that this company is capable and alert; that it, among others, is a good place to turn for better equipment to match new and better methods. That's a mighty good impression to be creating in this day of shortages when direct selling must be curtailed.

While this campaign is still running full blast, other ways to sell the use value of farm equipment are being thought out and prepared. Once this type of selling is started, there is a continuous demand for more material which will do the same job in other directions. And any sales material of the company involved which still attempts to sell a machine on its bolts and nuts alone, invariably gets put on the black list.

"Sure, it's a pretty booklet, but why don't you tell them what the machine's good for?" snorts the sales force whenever you back slide.



"The News-Sentinel says it ought to run for years"

● When "Uncle Tom's Cabin" first played Fort Wayne, The News-Sentinel predicted the show would enjoy a long run... and it did. The returning veterans from the Battles of Shiloh, Chickamauga and Gettysburg got a terrific wallop out of it. And women wept. The paper then was not embellished with a dramatic

critic... but the Editor knew his way around. For he had already been playing to a newspaper audience for over 30 years. He knew box-office values. Established in 1833 The News-Sentinel has had plenty of time to find out how to acquire and hold a reader audience. Biggest circulation in Northeastern Indiana.

The News-Sentinel is delivered by carrier every week day to 97.8% of all homes in Fort Wayne—Indiana's second largest retail market.

The News-Sentinel

Fort Wayne's "Good Evening" Newspaper
FORT WAYNE, INDIANA

REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

On the Pacific Coast



gardening is different

You plant artichokes and rhubarb in January, roses bloom in December, tuberous begonias in football season. You have to learn gardening all over again, and you learn it from *Sunset*, The Magazine of Western Living.

(*Sunset* was five-to-one choice for gardening information in Stanford University Survey.)

SALES MANAGEMENT

Minnesota Poll*

POSTWAR PLANNING
BULLETIN NO. 11

Why did you buy that car?

MINNESOTA POLL*
explores car-buying facts and
preferences among state's
499,800 car-owning families.

WHAT PRICE CAR DO YOU OWN?

- In cities (over 2,500 pop.) 52% own low-priced cars, 41% own medium-priced cars, 7% own high-priced cars.
- In towns (less than 2,500 pop.) 61% own low-priced cars, 37% own medium-priced cars, 2% own high-priced cars.
- On farms, 78% own low-priced cars, 20% own medium-priced cars, 2% own high-priced cars.

DID YOU BUY A NEW CAR OR USED CAR?

- In cities, 49% bought new cars.
- In towns, 53% bought new cars.
- On farms, 37% bought new cars.

WHY DID YOU BUY THAT PARTICULAR MAKE?

- | | |
|--------------------------------|----------------------------|
| 23% got a "good deal" | 4% couldn't get other make |
| 18% no particular reason | 2% best for general use |
| 14% prefer it: had same before | 2% bought from friend |
| 8% best car for money | 1% easily serviced |
| 8% economical | 20% miscellaneous answers |

ARE YOU SATISFIED WITH YOUR CAR?

About 50% of motorists answering survey are satisfied with their present cars. Dissatisfied motorists make following typical complaints: car worn out, uses too much gas, poor tires, difficult to start, slow to warm up in cold weather, too light in weight, troublesome brakes, uses too much oil, rattles, cheap body, doesn't hold up, too hard to fix.

WOULD YOU BUY THE SAME MAKE NEXT TIME?

	YES	NO	DON'T KNOW
Owners of low-priced cars:	44%	17%	39%
Owners of medium-priced cars:	47%	21%	32%
Owners of high-priced cars:	63%	12%	25%

(Above figures apply to car-owning families only.)

*What makes a newspaper great?

The Minnesota Poll, an impartial, scientific weekly public opinion and postwar planning survey, is one of many public service features which build reader regard for the Minneapolis Star-Journal and Tribune.

Example: internationally famed cartoons of SJT's editorial artist, Roy Justus, Head-

liners' Club cartoon award winner for 1943-4, and one of the country's best at capsuling political, social and economic thought in deft drawings. Justus cartoons are clipped and slipped into soldier mail, used in GI orientation courses, preserved in scrapbooks, reprinted widely in other leading newspapers.

Minneapolis Star-Journal and Tribune

JOHN COWLES • President

- Star-Journal (evening) and
- Tribune (morning)—over 360,000
- Sunday Tribune—over 400,000



THEME WITH VARIATIONS: The scarf is that theme, but the variations are the products of imagination and selling know-how. Fresh advertising themes are born, and the publicity boys and girls enjoy a heyday.



Fashion-Wise New Uses Widen The Market For Scarfs

A scarf used to be something women wore almost exclusively about the neck and under a coat. Today they're sold for a score of other fashion uses: as head pieces, blouses, belts, decorative aprons, singly and in combination. Sound promotion sense is responsible.

AN intensive promotional campaign has turned women's scarfs from being just another clothing item into this year's most fashionable accessory. Department stores and quality fashion magazines have endorsed them, and fashion-conscious women are draping scarfs into aprons, blouses, halters, and head-dresses. All this spells sales, and a whirlwind of activity and profit such as the industry has never before experienced.

This rise to the heights of fashion was accomplished through the promotional efforts of the scarf industry as a whole, and of the Glensder Textile Co., New York City, in particular. While the number of scarfs sold dur-

ing recent years was appreciable, Glensder felt that the industry had nowhere reached its market potentials.

Early in the 1930's, Glensder executives returned from Czechoslovakia with a number of printed squares. These they featured as they were worn in Czechoslovakia—tied around the head. Advertising, requesting young ladies to "Look Peasant, Please," started a new fad and uncovered an entirely new market for scarfs. The sale of scarfs for headwear in no way detracted from those sold for use as neckwear. It added a new demand.

This experience taught Glensder that women would buy more scarfs if they were shown what to do with them. Three years ago Glensder em-

barked on a promotional and advertising program to help the retailer move his stocks from the shelves. Results prove that their efforts have borne fruit.

What was this program, and how was it carried through? Glensder promoted the scarf as an integral part of milady's costume—not just a "neck-warmer"—and it did a thorough job of educating both designers and consumers.

Together with an outside publicity consulting organization, Glensder cooperated with designers, encouraging them to use scarfs in their creations. Charles Lang, of Capri, made weskits and sleeves of scarfs, setting them into somber-colored dresses. Maurice Rentner used them as belts in suits; Jo Copeland in dresses. Helen Reichman, Lilly Daché, Sally Victor and John Fredericks were among the many who made effective use of scarfs in millinery.

In working with the consumer, Glensder stressed the various uses to which scarfs may be put without cutting them up or altering them. They demonstrated how attractive a scarf could be if tied correctly, and draped

Never Underestimate the Power of a Woman!



Nor the power of the magazine
which has the largest
audited circulation of ANY magazine,
given it exclusively by women

LADIES' HOME **JOURNAL**
THE MAGAZINE WOMEN BELIEVE IN

softly as a frame for the face. They dreamed up new ways of wearing scarfs—looped through the belt of a dress to form a cocktail apron, two tied together to form a blouse or a halter, worn as a belt or a colorful head-dress—and showed these innovations at fashion shows. Department stores adopted them, and demonstrated them in windows or on store models. Fashion magazines featured them editorially, and distributed pamphlets on the new uses for scarfs to the consumer.

The company works closely with wardrobe departments of film companies, sending them samples of their

best models for use in motion pictures. On occasion, they tie their designs up with pictures about to be released. Working in conjunction with 20th Century-Fox on "Winged Victory," Glensder designed a scarf which featured a revolving propeller, and did a nation-wide promotional campaign on it. The company's most recent tie-up is with "1,000 and 1 Nights," and its ads display a scarf being worn Arabian style.

Glensder has also worked with cosmetic companies, designing a scarf to go with a new lipstick color, or with pockets to hold a bottle of nail

polish.

During the early stages of the war Glensder brought out an Air Raid scarf, telling women to "drape one around the neck; tack another on the wall"; a Love Letter scarf, and a First Aid scarf which gave a primer course in first aid. (Presumably the scarf could be used as a tourniquet and carried directions on how to tie one.)

Store Promotion Planned

Supplementary to all this, Glensder sends promotion literature to department store buyers and specialty shops, telling them how to promote sales by keeping up with the new fashions, and how to attract customers by showing them new and additional uses for scarfs. They offer to supply free counter cards, reprints of advertisements, and newspaper mats.

Glensder executives keep abreast of the latest developments in yarns, and are quick to feature new fabrics. In 1941 they developed a lacy woven, long scarf which they called "Ice Mist." They displayed this model worn as a fascinator—late 19th Century style—and advertised it as a scarf to be worn by young or old, from morning to night. Sales on this model surpassed any they had manufactured within the past 10 years, and a new fashion was started.

The most recent addition to the line is a series of scarfs for children, which feature story-book characters.

The Glensder company is proud of the fact that despite the difficulties of manufacture under wartime conditions, it has been able to retain value for the consumer. After the war it hopes once again to be able to draw upon foreign countries for new ideas.



Knots and a belt turn two scarfs into a blouse to be worn over shorts or skirt.

Times - Democrat

**A MUST
IN THE TRI-CITY
TRADING AREA**

Davenport, Iowa
Rock Island • Moline, Ill.

An Active, Prosperous Market Of Over 200,000 With—

- Retail sales of over \$100,000,000.
- Bank debits of over \$833,000,000.
- Bank deposits of over \$151,000,000.
- Diversified industries for peacetime prosperity.
- Extensive plans for postwar public improvements.

Remember

Only the Times-Democrat have 100% home coverage in Davenport—the largest of the Tri-Cities and the shopping heart of the entire trading area. Remember too that only the Times-Democrat have substantial home delivered circulation in all *three* cities. One more thing—only the Times-Democrat have editorial and business offices in each of the Tri-Cities.

Times - Democrat
ABC Retail Trading Zone 296,205

Published in Davenport, Iowa, with Branch Offices in
Rock Island, Moline and East Moline, Illinois

REPRESENTED BY

JANN & KELLY INC.



ROCK ISLAND, ILL.



DAVENPORT, IOWA



MOLINE, ILL.

CAN YOU
THINK OF ANYTHING
MORE PEOPLE WANT



RECENT trade paper advertisements of leading newspapers of America have borne support of what Detroiters have known to be true all along. The manufactured article people want to buy *first*, when they can get it, is a bright, shiny new automobile. According to the New York Herald Tribune 47.2% of its readers listed an automobile as a *first purchase*. The Los Angeles Examiner, representing the same sentiment on the Pacific coast, claims \$89,874,000 are ready for automobile purchases in its area! Conservative estimates place auto demand at 15,000,000 cars and trucks at this moment. Can you imagine what a plum this makes the Detroit Market?

The Detroit News reaches 63.8% of all city zone homes taking any newspaper regularly in this great present and potential market.



The Detroit News

THE HOME NEWSPAPER

A.B.C. Weekday Circulation, 385,399 — Sunday Circulation, 477,711

Dan A. Carroll, 110 E. 42nd St., New York 17

J. E. Lutz, Tribune Tower, Chicago 11



A willing "test pilot," Miss Karin Bergman tries different dishes prepared from a new concentrate. Observing her reactions are Helen Reid Simon, nutritional advisor, and Paul Dotson, who is engaged in selling the product.

War-Born "Multi-Purpose Meal" Opens Drive For Civilian Market

It's made of dehydrated California vegetables, it's crammed with vitamins, and it's being sold to schools and institutional cafeterias.

OUT of the war work done by a dozen California manufacturers—like a surprise package—has come a commercial product which promises to reward them, helping to solve their market problems in days to come.

The story begins with government agencies, looking ahead in 1943 to the problem of feeding European civilians after Victory. That problem was vague then, but it is palpable enough today.

Dr. Henry Borsook, bio-chemist at the California Institute of Technology, was asked to develop a food, or food formula, which would provide adequate nourishment for low-diet peoples, be palatable, inexpensive, compact, and contain the necessary vitamins and minerals. Dr. Borsook had been doing dietetic research for war workers, such as demonstrating undernourishment and correcting it by vitamin feeding experiments.

This food, when found, had to be composed of familiar ingredients, so Dr. Borsook turned to the dehydrated vegetables which California manufacturers were producing for the Armed Forces, and asked the manufacturers to finance a research. They did so for war, not knowing the research would have a bearing on peacetime marketing.

Last spring the new "X" food was ready. To introduce it, various dishes were served to delegates attending the San Francisco conference. Previously,

it had been served to school children and other groups in schools, war plants and cafeterias, and the amount eaten determined by counts of leavings on plates. It was found people liked it.

Named "Multi-Purpose Meal," this food consists of dehydrated potatoes, cabbage, onions, leek, tomatoes, lima beans, and soy grits—with various seasonings to make it attractive, and to meet national food habits (including religious dietary customs).

Meat, milk, eggs and other animal products were ruled out because of scarcity as well as cost. The product is entirely vegetable, and its natural food values are reinforced by added minerals and vitamins. But it is food—not a pill.

Two mass-feeding dishes which have been widely used during the war are War Food Administration stew, and Lend-Lease pea-soy soup. The multi-purpose meal has greater nutritional and vitamin values. Moreover, it is designed to be flexible, because it is easily cooked, can be served as a stew, a soup, or with meat and other foods. It is bone-dry, and therefore keeps indefinitely without refrigeration, and can be carried into inaccessible places for feeding a few people or a multitude.

It is adapted to the nutritional needs of children as well as adults, and to troops, refugees, workers, sick and wounded. By saving shipping space, it

made possible to ship to starving countries food materials abundant here.

As described here, this product is not intended for sale or use in the United States, but is being sold to foreign governments, relief agencies, and others concerned with war rehabilitation. There seemed to be no home market for such a war emergency product, until its cost and convenience were considered. At the present price of 38 cents, a pound of the dry product, cooked with four pounds of water, will feed 10 persons.

Cooperating with the California Dehydrators Association, and contributing to the financing of Dr. Borsook's research, was the F. W. Boltz Corp., Los Angeles food manufacturers, making chiefly batters and other ready dishes before the war. This company was given the work of combining dehydrated vegetables with the other ingredients in the formula.

Some Peacetime Applications

Mr. Boltz saw peacetime possibilities in the war product, such as its use for disaster feeding, during floods and similar catastrophes. He was also interested in the possibilities for schools, factories, institutions, work camps, and other mass feeding centers. Apart from the tests being made for war feeding, Mr. Boltz undertook some tests of his own in the school cafeterias of various California cities.

The product was served on school cafeteria menus as soup, stew and filler with meat dishes, listed as just another item on the bill of fare, with no inkling of its special nature. Then results were checked in two ways: by listening to the comment of those who ordered the dish, and by tabulating the leftovers on empty plates. The war product was relished as much as any other food, and indicated a small percentage of leavings.

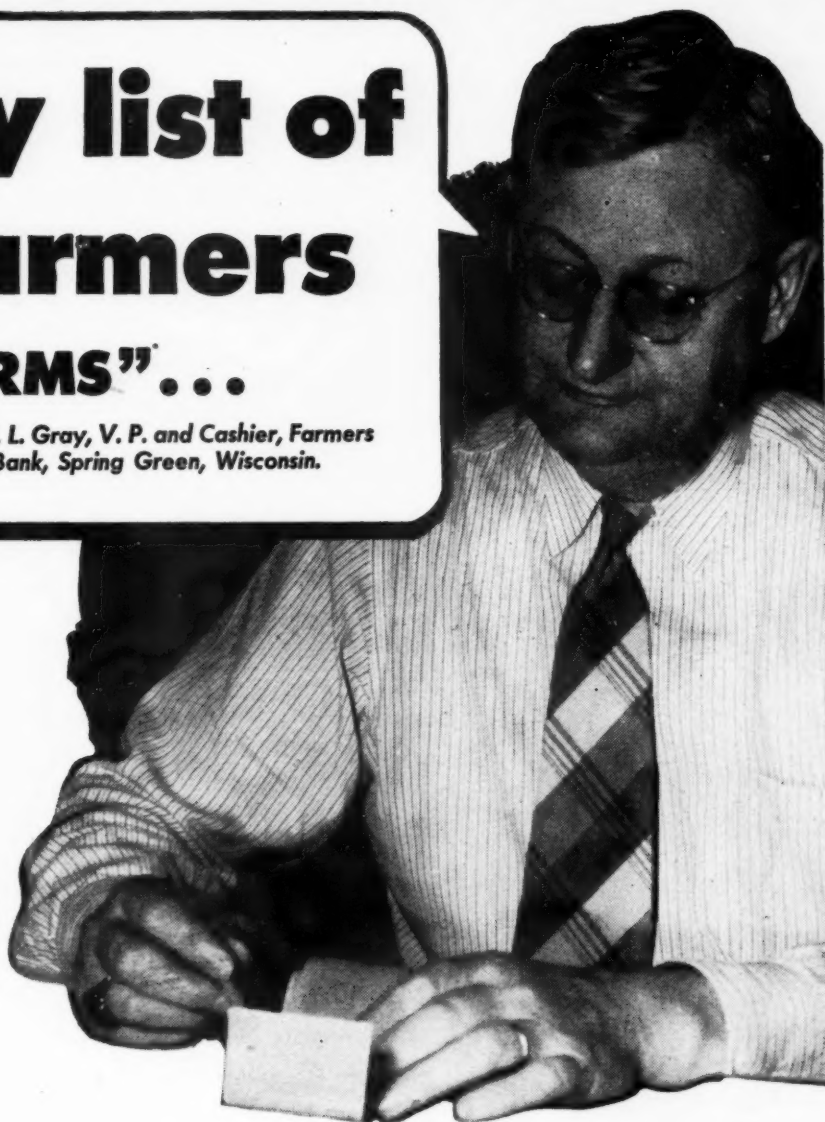
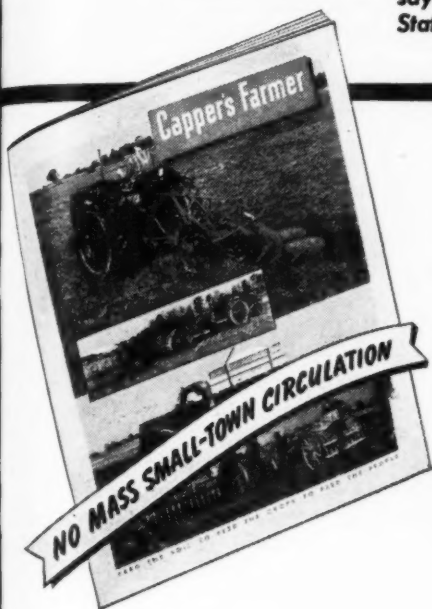
Mr. Boltz decided that his company had a new peacetime product, and under the trade names of "Pickwick" and "Richen," he is already marketing it nationally, to school and institutional cafeterias. The California dehydrators of vegetables for the Armed Forces are following this development with the keenest interest, for they have much at stake. The vegetable industry is coming out of this war with four types of products: fresh, canned, dehydrated, and quick-frozen.

Canning is well established. Quick-frozen products have not been required by the Armed Forces, and therefore have a normal market which will not be affected by peace. But dehydrated vegetables have been boosted to a large tonnage, especially in California, by orders from the Armed Forces.

SALES MANAGEMENT

"A dandy list of **REAL farmers** OF GOOD FARMS"...

says H. L. Gray, V. P. and Cashier, Farmers
State Bank, Spring Green, Wisconsin.



Hybrid corn growing near Spring Green, Wisconsin. Note the paper bags over the ears of corn.

Capper's Farmer attracts the practical farmer because its editorial content is so thoroughly practical. The bulk of the information it contains are methods and ideas which other practical farmers have tried and found successful. In discussing a single topic, such as hybrid corn, you will often find a dozen or more farmers have been queried and their experiences checked one against the other.

It is the authentic "grass roots" editorial content that keeps Capper's Farmer high in the esteem of 1¼ million families who farm for a living in mid-America.

C A P P E R ' S F A R M E R

The ONE National Farm Magazine that Speaks the Farmer's Language

JULY 1, 1945

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They have been produced in Government-financed plants, leased to manufacturers. There is a prospect that no manufacturer will want to operate these plants after the war, because the civilian consumer demand for dehydrated vegetables has yet to be developed, where the fresh, canned and frozen products are accepted. Even with new competition, it is predicted that 60% of all vegetables will still be sold fresh.

The dehydrators see in this blend of reinforced vegetables a product which may have a large consumer market, once acceptance is won. Con-

sumer acceptance is most easily gained where people are fed in public eating places, where they order food, not food products. No questions are raised, no problems have to be solved to order from a menu, and food which is tried and liked will be ordered again.

The dehydrators look to cafeterias, restaurants, hotels and commissaries for their peacetime market, as well as to apartment dwellers who will appreciate the convenience and economy of dehydrated products. Thus in their market picture the college-born war food product adapted to home needs is an intriguing possibility.

Crosley Sets Sights on \$50,000,000 Volume

THE peacetime objective for the Crosley Corporation's sales organization is 10% of the Nation's business in both the radio and refrigerator fields. This was disclosed by R. C. Cosgrove, vice-president and general manager of the Manufacturing Division, to regional sales and merchandising managers at a special conference in Cincinnati.

According to Mr. Cosgrove, that would mean a production, in dollar volume, of about \$50,000,000 a year. In 1941 the company's best recent pre-war year, annual sales amounted to about \$27,000,000. Mr. Cosgrove pointed out that in 1944 the company produced war goods with a dollar value of more than \$98,000,000. On the basis of this performance he predicted that Crosley will be able to produce 1,300,000 radio sets a year.

In 1940 the radio industry's output was about \$325,000,000, while in 1944 the radio industry produced goods (mostly war materials) worth \$4,000,000,000. A cutback of only 10% from the 1944 figure would mean a reduction in volume of \$400,000,000 or \$75,000,000 more than the entire industry in 1940.

"We could go right on fighting the Japs and still get out more civilian production than we did in 1940," says Mr. Cosgrove.

He assured the Crosley sales officials that the Crosley Corporation has its house in order and is ready to recon-vert part of its manufacturing operations to the production of civilian goods just as rapidly as Government regulations will permit and as materials are available.

Cosgrove, however, warned the sales executives, not to expect that everything would be easy sailing when peacetime production is resumed. He pointed out that the latest reports indicate that about 110 firms are going into the radio receiver production field.

It was also revealed at the conference that Crosley's advertising program will be an extensive one and that all the company's plans are directed to keeping its plants and people busy.

Plans are all set, it was disclosed, for the expansion of the company's manufacturing facilities in Richmond, Ind., in preparation for the concentration of all Crosley Shelvador refrigerator production there. Originally Crosley had planned to spend about \$1,750,000 to get the Richmond plant ready for refrigerator production but revised plans call for more than \$2,000,000.



BIG Results

—that's what you get from the Lawrence **EAGLE-TRIBUNE** (the daily which serves the Capital of the Worsted Textile Industry in America). Worsted textiles made Lawrence famous generations ago . . . they are its greatest industrial contribution to the war effort . . . worsted textiles will be the major product after Victory. Here's **ONE** city with no "reconversion problems", no shifting population, plenty of purchasing power for your product.

The **EAGLE-TRIBUNE** has a net paid average circulation of more than 35,000. **YOU** get big results!

There are 124,849 product-conscious people in the ABC City Zone. **YOU** get big results!



Read in 95 out of 100 Homes
in Greater Lawrence
82% Home-Delivered

Serving hundreds of national advertisers

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

**First Year's
OBJECTIVE
GAINED**

Industrial Aviation

● Logical first choice of advertisers who must reach the men of authority among manufacturers of aircraft, engines and accessories.

● Among aviation periodicals, features highest percentage of editorial content.

● Received by the top 15,000 men in the industry—the men who design, specify and buy—Subscribed to already by over 10,000 of them.

● Planned and written for leading executives, department heads, engineers and consultants in the manufacturing sector of the aviation industry.

Industrial Aviation

Edited for 15,000 top-ranking executives and engineers of manufacturers of aircraft, engines and component parts

It's easy to get thousands of subscribers for a cheesecake album—but it's an uphill job singling out engineers and high executives—exclusively—in a single industry—and commanding their interest to the point where they pay cash for a year's subscription. That was Industrial Aviation's job among the titled personnel of aviation manufacturers . . . It is invaluable specialized circulation to those whose future depends on aviation.

You would have agreed with us a year ago that Industrial Aviation would do well to get 10,000 in a year—or two. But that objective has been reached and *passed* in less than 12 months.

This can't mean anything else than high reader interest—which is the golden key to advertising value.



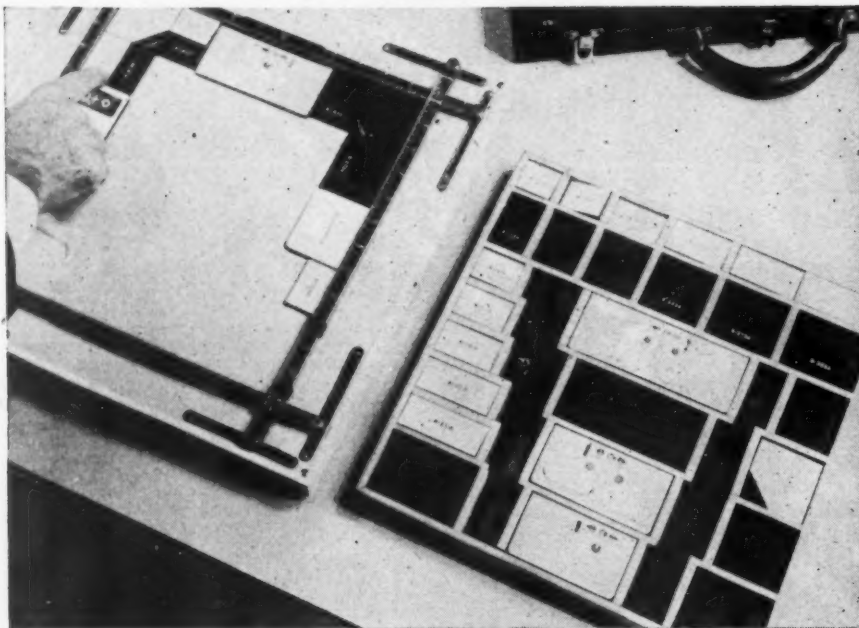
ZIFF-DAVIS PUBLISHING COMPANY

185 N. Wabash Ave., Chicago 1, Illinois
New York • Washington • Los Angeles • London • Toronto

Flying • Plastics • Popular Photography • Radio News • Radio Electronic Engineering • Industrial Aviation

JULY 1, 1945

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VISUALIZER: Miniature models will enable housewives to plan efficient use of available kitchen space. For other examples of new uses for models, see pages 42 and 43.

Salesmen Use Model Kit to Help Women Plan Post-War Kitchens

Kitchen specialists from American Central's distributing units are now learning to use it in four-day sales schools at headquarters.

CUSTOMERS can see exactly how their kitchens will be arranged if they install American Central Manufacturing Corp. steel sinks, wall and base cab-

inets when the salesman uses the "Plan-A-Kit" to plan the layout.

The Plan-A-Kit, designed by the Connersville, Indiana company, is compact in a black, leatherette cov-

ered case, 17x17x1 $\frac{3}{4}$ inches. When opened, one side holds the miniature units representing the complete American Central line of steel sinks, wall and base cabinets to the scale of one inch to the foot. The other side holds the adjustable miniature floor upon which the units are arranged.

First the salesman sets the outline measurements on the board to the kitchen dimensions required, then locates windows and doors by inserting plastic models of these openings. Next he places a sink panel of the proper size beneath the window as a first step in planning the kitchen. Replicas of refrigerator and stove are set in place, and the intervening spaces are filled with similarly tailored base and wall cabinet units.

Step-saving and convenience are considered first in arranging the major appliance and utility cabinets. Corner wall cabinets make it possible to carry wall storage space around the sides of the room in a smooth, unbroken line.

Possibilities Are Studied

Upon completion of the layout, the salesman can supply the customer with a final floor plan by inserting a prepared sheet of paper under the proposed kitchen arrangement and outlining the sink and cabinet units in their correct positions. The customer can study several possible arrangements in this way. If her budget does not permit immediate installation of all the kitchen equipment desired, she will know exactly where each unit fits when she makes later purchases.

American Central distributes through stores specializing in domestic appliances. A kitchen specialist from each distributor organization learns how to use the Plan-A-Kit in a four-day course at a sales school in Connersville which includes lectures and Jam Handy training films. Then he trains his dealer salesmen to use the Kit.

To start, American Central intends to place a Kit in every retailer's store. Eventually each retail salesman will have one.

Since the distribution of the Plan-A-Kit has just begun, its success as a selling agent cannot be determined as yet. Byron Wagner, assistant sales manager, says: "We expect the Plan-A-Kit to be a valuable instrument for visualizing a proposed kitchen, so that the customer can see it clearly in her mind's eye. This has always been a difficult step in selling steel sinks, wall and base cabinets. The Plan-A-Kit will enable any properly instructed retail salesman to picture graphically the packaged kitchen he is selling and its step-saving convenience."

To Sell LONG BEACH, CALIFORNIA
it's the Press-Telegram
and Long Beach Sun

ONLY LONG BEACH PAPER PUBLISHED SEVEN DAYS EACH WEEK.

ONLY LONG BEACH PAPER SERVED BY ASSOCIATED PRESS AND UNITED PRESS.

ONLY LONG BEACH PAPER WITH DAILY COMIC PAGE AND SPORTS PAGE.

ONLY LONG BEACH PAPER WITH SUNDAY COLOR COMICS AND MAGAZINE.

ONLY LONG BEACH PAPER WITH CIRCULATION IN VITAL SUBURBAN TRADE AREA.

No Wonder almost as many Long Beach families read
this one great HOMEpaper as read ALL other
local and out-of-town papers combined!

REPRESENTED NATIONALLY BY WILLIAMS, LAWRENCE & CRESMER COMPANY
Members: Metro Pacific Comics, Pacific Parade, Nancy Sasser Group

DOMINANT *in a* *Dominant Market*

New York is the biggest, the richest and most active city in the world.

It is highly significant that the families in this great market have, for more than 40 years, preferred the New York Journal-American above all other evening newspapers.

When making plans for postwar sales you must consider the importance of an evening circulation that is almost equal to the circulation of the second and third newspapers combined.



HEARST NEWSPAPERS

IN NEW YORK

THE JOURNAL-AMERICAN

EVENING AND SUNDAY

IN CHICAGO

THE HERALD-AMERICAN

EVENING AND SUNDAY

PARDON US

**Some New Customers
Are Waiting For You**
*if your business is something
to eat or drink*

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

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545 FIFTH AVENUE, NEW YORK

"NO BURTON BROWNE CLIENT
HAS A COMPETITOR
WITH BETTER ADVERTISING"

**BURTON
BROWNE
ADVERTISING**

619 NORTH MICHIGAN AVE.
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Coming our way?

IT'S COOL AT
HOTEL Lennox ST. LOUIS
ALL ROOMS AIR-CONDITIONED
GUEST-CONTROLLED

County Marketing Maps to Plan Post-War Sales

Sample **FREE** to show how well they fit your needs! Accurate, easy to read. Even smallest towns quickly located; indexed alphabetically with 1940 census figures; spaces for sales records, quotas, etc. —on 8½ x 11 binder sheets—only 15c each! Complete state sets or any counties wanted. Write today!

HEVENOR SALES CO. 704 Genesee Bldg.,
Buffalo 2, N. Y.

"SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello. (2) Your Name Please. (3) Through Sales-Colored Glasses. (4) Call and Calluses. (5) It's About Time. (6) Man Alive. (7) Selling Simplified, first title of series. Set of seven \$1.35. Five titles, \$1.00. Single copies 25c each. Sales Research Institute, 55 West 44th St., N.Y.C.

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Air Salesmen, Without Territories, Just Nose Out Sales Potentials

A West Coast manager for American Airlines explains why his men know no geographical boundaries. He's had to invent his own sales control setup—one based on indexes which will lead salesmen to logical sources for passenger, express, freight and mail traffic.

IF you were assigning territory to salesmen who develop air transportation — passenger, express, freight, mail — how would you cut up the territorial pie?

Geographical units mean nothing, because one industrial area on Los Angeles' east side may have more potential business than some states. Population is an important yardstick. But, thousand-per-thousand, the people of one community may develop air business like Huntington Park, Calif., and in another, offer few prospects such as an airline salesman solicits.

Mail Indicates One Market

If you are cutting up territory for airline salesmen, like Nelson K. Milliken, district traffic manager in Los Angeles for American Airlines, you would be watching post-office reports on air mail, and recognize an area where air passengers can be found.

Huntington Park is one of the best air passenger territories in the country, though now, during war it has maybe 30,000 to 40,000 population, compared with 25,000 in normal times. You ride through it about five miles southeast of the civic center and never know when you enter or leave it, because it is continuous, the center of the East Side. Data on manufacturing will show that more than 800 factories are found within a radius of two miles, and that the majority are on war work, with many prime contractors.

You can darn well tootin' bet that Huntington Park executives fly, and have air express and freight. For American Airlines, Los Angeles is the selling center of a territory extending from Oceanside on the south, to San Luis Obispo on the north, and Nevada and Utah on the east.

A dozen years ago, the American Airline's sales territory was pretty much a national unit. Then it was divided and subdivided to the present area which is subject to further division come peace. At present, it is covered by about 15 salesmen who work from Los Angeles, each having his desk, and file of customer informa-

tion, and handling from 125 to 150 accounts in various stages of activity. Of course, there is a man shortage and the picture will change with European Victory. There is a shortage in what the salesman has to sell, which will also change.

Yardsticks for airline sales territory are such data as post-office reports on air mail, post-office receipts, bank clearings, late population estimates, income and sales tax receipts, retail trade, retail advertising, factory output, building permits, farm production, real estate transfers, telephones, gas and electric meters, automobile registrations, etc.

"There is nothing complex about it," Mr. Milliken says. "We get most of it from chambers of commerce, and what local chambers have to say about their communities is accurate enough, especially in these days when you have to estimate populations, swollen by war, and factory payrolls and production, held confidential for military reasons."

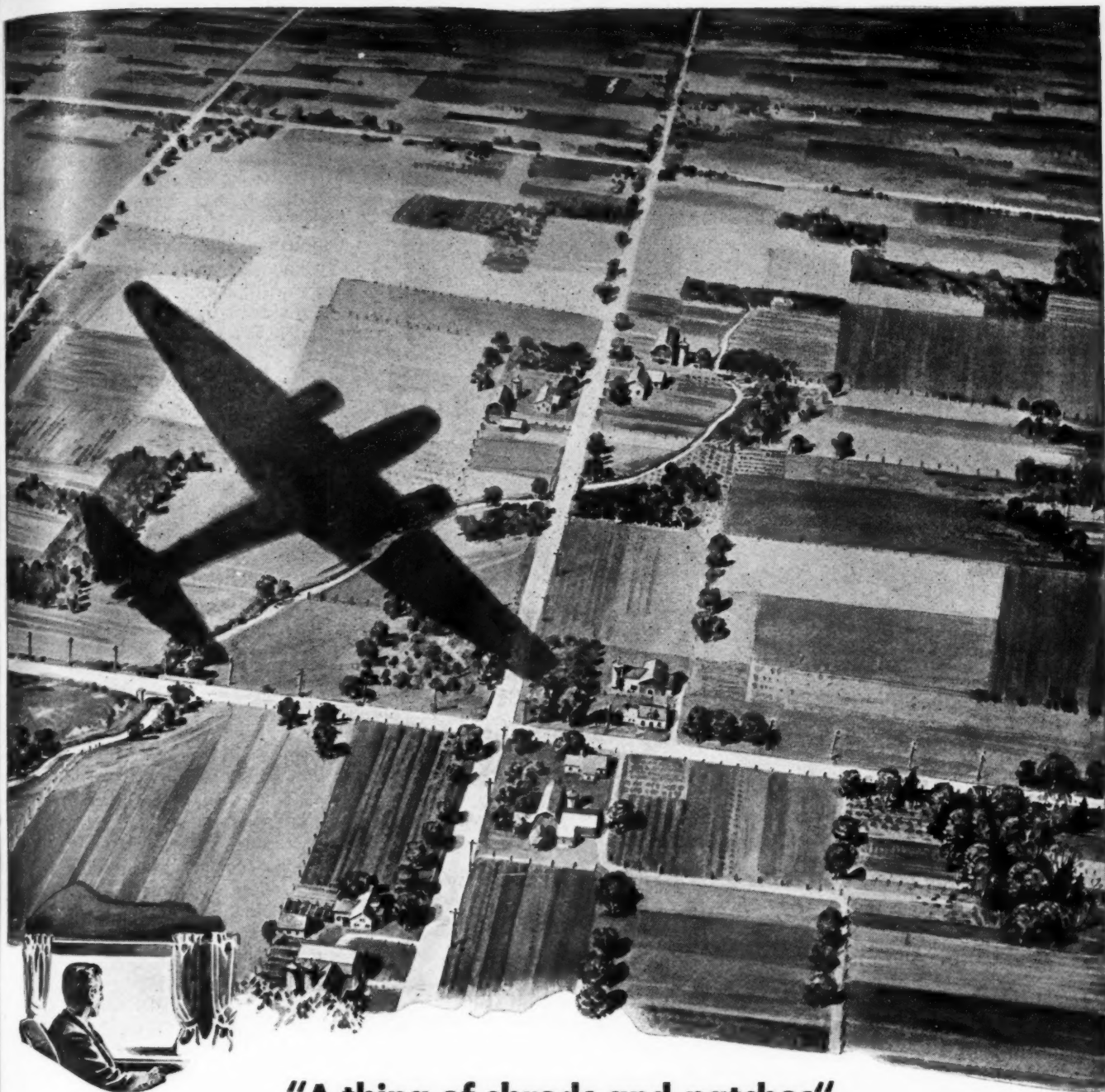
How Territory Is Divided

Territory is divided according to the number of potential airline customers it might contain, and who can be reached in groups. If Aunt Minnie is going back to New England to attend Aunt Harriet's golden anniversary, she might be sold into flying, but she is not at present a prospect.

But if the X Department Store is increasing its purchases in eastern markets, that means more buyers traveling to New York City and Chicago more frequently. The merchandise manager of the store is a prospect. He can be asked for a list of buyers, and the salesman can see them personally, pointing out the advantages of flying. It may save them two or three weeks in the year and keep down their inventories—something a buyer understands.

In ordinary times, the motion picture studios were a large source of passenger business, because executive control is largely in New York City, while production is in Hollywood. But the studios are now rated inactive be-

SALES MANAGEMENT



"A thing of shreds and patches"

... Next time you ride the Midwest air routes, take note of the terrain . . . Gone are the quarter-sections solid with corn. Farmsteads are mosaics of many small-area plantings, varied patches, pastures dotted with milk cows, acres widely assorted, often contour-plowed . . .

And realize that below you a Revolution has been accomplished . . . not in scorched earth, dispossession, lordly estates reduced to peasants' plots, or kulaks coerced into great collectives, but a gradual movement as momentous as the glaciers that gave this continent center its thick layer of rich topsoil, greatest natural wealth on all the globe! . . .

You look down on Diversification

in the doing, dependence on many crops instead of one—farming that is a better balanced business, secure in several income sources, productive of more prevalent and permanent farm prosperity . . . You see factory production per individual farm, new methods and machines replacing muscle and man-toil, new plants and products, new sciences and skills . . . new progress and profits, pushing the levels of farm life to new points above the urban average . . . making new, formidable markets for manufacturers.

Now note . . . the biggest barns, the newest houses, sleekest stock, the best kept fields, the neatest lawns . . . and realize again that you see some of **SUCCESSFUL FARMING's** more than a

million subscribers, best in these best farm states . . . selected and served for forty years by this publication . . . farmers with the largest investments in land and equipment, the highest brows, crop yields, cash prices, and largest income margins over expense. Now the plus savings of five peak years, make these SF farmers the best "class" market in the world!

And wonder while you look down, if any sensible advertiser can afford to further ignore this major medium and the major market that it helped to make? . . . The nearest SF office will answer your questions . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Atlanta, San Francisco, Los Angeles . . .



ARE EASY-TO-FIND AND EASY-TO-USE!

When catalogs again fight for business, LOOSE LEAF will have the edge every time. And NATIONAL RING BOOK COVERS provide advantages you shouldn't overlook in your present postwar catalog planning.

Like the Bridgeport Brass cover pictured, they are easy-to-find . . . can't be missed on the shelf or desk or in the bookcase. And they are easy-to-use . . . to open and read, with sheets flat and easily turned for quick, comfortable reading. Add these other advantages, too . . .

- ★ EASY ADDITION AND REMOVAL OF PAGES . . . up-to-the-minute on changes in merchandise and prices.
- ★ AMPLE ROOM FOR EXPANSION . . . most important in new postwar catalogs, which may start small and grow fast.
- ★ IDEAL FOR INDEXING . . . more necessary than ever in days ahead for instant reference and quick finding of data.
- ★ SAVING IN PAPER . . . specific pages for specific purposes . . . no waste.

Let us help with your catalog planning . . . the LOOSE LEAF way. Write us for information and advice or, if you prefer, our representative will call.

NATIONAL BLANK BOOK COMPANY
ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS
NEW YORK CHICAGO BOSTON SAN FRANCISCO

cause picture management has scrupulously eliminated all unnecessary travel, surface as well as flying. As travel facilities again become available, these accounts will be re-activated.

The airline salesman's customers are not only segregated according to territory, but are called upon according to their activity. Some of them rate a weekly visit, others monthly, semi-annually—even a yearly call. Post-war the number of calls in a given territory will be multiplied, so that it can be divided into two or more territories. And new territories will spring up.

No Publicity Stunt!

Today, you read about fresh vegetables and fruits being flown from California and Florida, to Detroit, New York City, Chicago. This is not a publicity stunt but carefully watched test flights, to determine the best methods of picking, packing, and stowing perishables, the lightest containers, the reactions of consumers to the vegetables and fruits in the regular produce markets.

At the moment, it is admitted that air transportation costs are high and that cargo immediately after the war will depend upon whether the consumer is willing to pay for over-night freshness. What products will stand the added cost? What quantities will various markets absorb? How much can costs be brought down?

Sooner or later there will be airline freight customers out in the country, in the fruit and vegetable growing districts, such as Riverside, and the Imperial and Salinas valleys. Salesmen will visit some customers before shipping seasons start. Some customers will be shipping continuously most of the year.

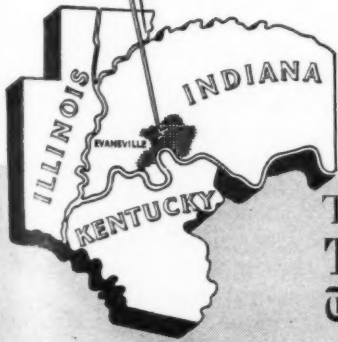
At present, American Airlines' salesmen steer clear of specialization. The salesman who solicits passengers will also solicit air express, freight, and even air mail orders. Factories that have executives flying to Washington and stores that have their buyers fly will also have air express, and may be reminded to have air mail ready early. At one time they were solicited on air mail alone, and the time is undoubtedly coming when the volume of air express and air freight will be large enough to warrant separate sales forces. Today under war restrictions the services are sold together.

"How many potatoes are there?" was a famous Two-Black-Crows question. "Don't ask me how many—tell me what the potatoes are in." Airline selling keeps close watch of what the potatoes are in, according to its expansion, shrinkage, changes. The yardstick might be adapted to other fields.

SALES MANAGEMENT

The old
"one-two"
has its
serious side,
too

COURIER & PRESS
NEWSPAPERS



THE EVANSVILLE COURIER
The Evansville Press
The Sunday Courier and Press

ADDRESS NATIONAL ADVERTISING DEPARTMENT, SCRIPPS-HOWARD NEWSPAPERS

Sixteen years ago, when the Chicago Tribune asked other newspapers to help in sponsoring the Golden Gloves tournament for amateurs, the Evansville Courier was one of the first to join this now nationally significant charitable enterprise. Since 1936, the Evansville Golden Gloves tournament has been held annually, constantly growing in interest and popularity.

It has guided many a young man to a better understanding of American ideals of clean sportsmanship and a fair and equal opportunity for all.

From the very beginning of Golden Gloves in Evansville, the Courier has contributed the receipts to worthy causes. At the conclusion of the 1944 tournament, the nonprofit organization, Courier Charities, Inc., was formed, its sole function to see that the many thousands of dollars received from such athletic programs were divided equitably among war relief agencies and organized Catholic, Protestant, and Jewish charities. Only bare costs of handling the project are retained.

Community leadership, as exemplified by the Courier Golden Gloves, has distinguished both the Courier and the Press as being much more than just purveyors of news. That warm, friendly, understanding leadership has contributed immensely to the active interest that 88,000 families in the rich 16-county Tri-State area maintain in the Courier and the Press.

MAXIMUM COVERAGE...
MINIMUM DUPLICATION

The rich Evansville trade territory contains 88,000 prosperous urban and rural families. The Courier and Press newspapers cover this typical American market — in the heart of America — completely and economically.



CRUCIAL SECONDS . . . those first moments in the presence of a buyer. If the salesman's language is that of a gentleman, he commands instant respect. If it isn't, he may forfeit a hearing.

Is It Time to Do Some Brushing Up On Salesmen's Speech Habits?

Grammar and pronunciation are part of a salesman's manners. If his speech is tarnished with errors, he may lose prestige in the eyes of his prospect. Dr. Bender outlines one technique for testing for speech imperfections, lists common errors.

BY DR. JAMES F. BENDER
*Director, The National Institute for Human Relations
New York City*

EFFECTIVE speech is one of the three or four outstanding personality traits of the successful salesman. That is why pronunciation looms so important as a basic consideration in up-to-date programs of selecting and training salesmen.

The salesman's speech and pronunciation reflect not only his personality, but also that of the company he represents. This does not mean that all salesmen should be taught to speak like angels; nor should they be trained to the same standards necessarily. But each salesman should be held to the standard which has proved most persuasive in selling his clientele.

During the last 15 months we have

been engaged in a study of the "selling personality." As part of the project we have administered standardized pronunciation tests of the paper and pencil variety along with speech and voice examinations to salesmen in many different industries, such as insurance, instruments, intangibles.

While there is a good deal of overlapping in the scores made by successful and less successful salesmen, the evidence indicates that those whose earnings are above their group average, are superior in pronunciation to their less productive colleagues. The same tendency is reflected in the re-

sults of our vocabulary tests. An exact knowledge of the meaning and pronunciation of words used in American speech seems to accompany selling success in this country.

The purpose of this article is to share with readers of *SALES MANAGEMENT* our procedure in conducting the interview part of the examination dealing with pronunciation. Before the examinee reports for the interview he has already had a vocabulary test and has filled out a questionnaire. Often he has taken other examinations dealing with salesmanship ability. The result is that we know in advance his educational background and—if his company has sent him—what speech and pronunciation standard to apply.

Each examinee is escorted into a quiet, comfortable office and introduced to the speech examiner who shakes hands, offers the examinee a chair, and takes one opposite him—not on the other side of the desk. After a few words of leisurely, friendly conversation to remove tension and build *rapproch*, the examinee is told that we want to hear him read a rather humorous paragraph or two containing some unusual words mixed in with ordinary ones. We explain further that no one is expected to make a perfect

Photos by Ewing Galloway

HEADLINES and HEADLINERS



F. E. HAKER, Director of Purchases, Allis-Chalmers Manufacturing Company

10 Cents New York City,
10 Cents Elsewhere.

* More Straphangers

War-Wearied Trolleys, Buses Must Carry Even Greater Throngs in '45

Some Equipment Laid Up But
Most in Fair Shape—Man-
power Critical Problem

A Survey of 23 Key Systems

By M. F. D.



"A FIRM such as Allis-Chalmers has its roots in many diversified industries. We must know what is happening in those industries in order to plan our own activities intelligently. That is why not only I, but most of our executives, read The Wall Street Journal thoroughly every

day. It gives us, in comprehensive, digestible form, all the business and industrial news of the United States and the world at large. In short, it's our listening post!"

F. E. Haker

THE WALL STREET JOURNAL

VOL. CXXV. NO. 21 NEW YORK, FRIDAY, JANUARY 11, 1946 7 CENTS

Sugar Beet Labor
"Seed Shearers" and New Harvesters Take Place Of War-Scarce Workers

What's News
Business and Finance

Farm Wages Drop

Washington Wire
A Special Weekly Report From The Wall Street Journal's Capital Bureau

Invention Incubator
Little-Known Agency Hatches Bright Ideas For War-Warped World

"Like most important business news, this story appeared first in The Wall Street Journal. That's why this national daily is "must" reading for business men who need to be fully, accurately and quickly informed. And that's what provides such an unusually responsive audience for advertisers.

The ONLY National Business Daily
Published simultaneously on both coasts

Published by The Wall Street Journal Company, Inc., 125 Broadway, New York 38, N.Y. Second-class postage paid at New York, N.Y., and at additional mailing offices. Postmaster: Send address changes in New York City to The Wall Street Journal, 125 Broadway, New York 38, N.Y. Outside New York City to The Wall Street Journal Company, Inc., 125 Broadway, New York 38, N.Y. This publication is published daily except on Sundays and public holidays. Subscription price: \$5.00 per year in advance. Single copies: 7 cents. Entered as Second-Class Matter, May 1, 1879. Postoffice at New York, N.Y., of which this is published as a newspaper. Acceptance for mailing at special rate of postage provided for in Act of October 3, 1917, authorized on July 1, 1945. Certificate of Mailing No. 100,000, dated July 1, 1945.

score; in fact no one has, but that in order to measure pronunciation of those who have studied the subject rather intensively, some jaw breakers have to be included.

We then suggest that he read it at first sight in his usual rate of speaking, giving the sentences as much meaning as he can and not to worry about any strange words or stumblings that may result. He also is informed that we may talk about the contents of the paragraphs after the reading. (A reliable speech test should always include both reading and extemporized speaking, since speech habits are not always the same in both activities. For ex-

ample, there are those who stutter in one and not the other.)

"Speak so that another person with normal hearing would have no difficulty hearing you 20 feet away," is the suggestion we invariably make. If he asks whether he should read from a sitting or standing position, we suggest that he do whichever gives him greater comfort when reading aloud. One out of every four examinees prefers to stand up. They say they breathe easier that way. We then hand him a test like the one included in this article, typed in double space and mounted on a cardboard, with the suggestion that he read the title and

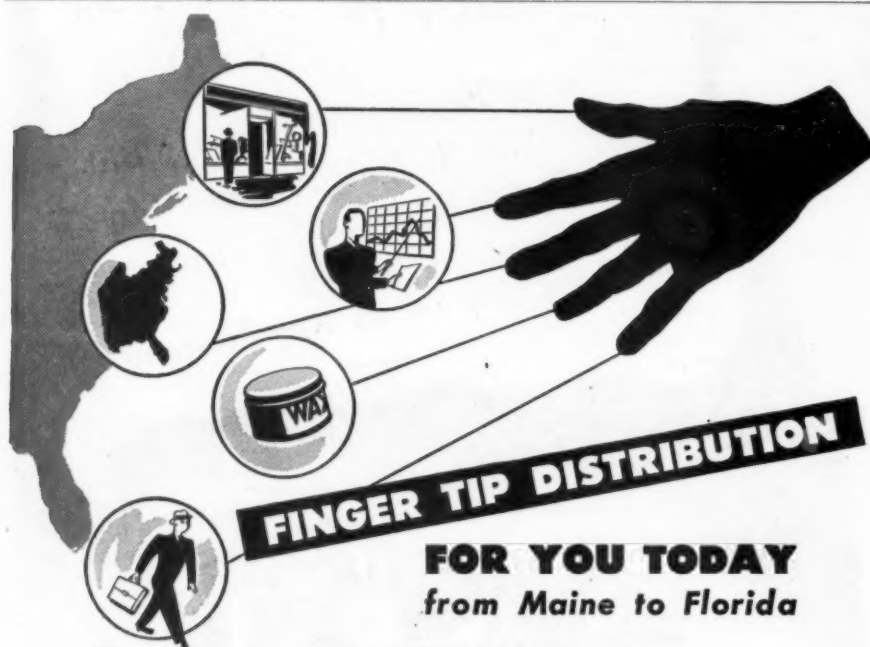
directions aloud before beginning the test itself. This helps him to find his voice before he gets to the testing material.

The standard ordinarily applied is general American dialect, the one recommended for nation-wide broadcasting by the National Broadcasting Co., because it is spoken by 90 million Americans. However, a company wishing to select salesmen for a southern or New England territory may want another standard used, because in some industries and territories we have found that markedly different pronunciations and dialects from those spoken by the educated people of the community build sales resistance. The system of transcription, together with the recommended pronunciations, are taken from *Salesmen's Mispronunciations*, published by the Sales Training Publishing Co., Roslyn Heights, N. Y.

A FABLE ABOUT A SALESMAN

Directions: Read the following paragraphs in a good, clear voice, using your usual rate of speaking and giving as much meaning as possible to the contents. Don't worry about mistakes you may make, because we all make them.

Under the neon illumination, the harassed salesman tapped his forehead as he counted his diminishing supply of gasoline coupons. "I really ought to drive to Boise this evening," he said, "but the route meanders and my carburetor is acting like a prima donna." After composing a persuasive letter instead, he sat by the window, smoking his meerschaum, and recalled an anecdote heard en route a fortnight ago. A mischievous smile faded from his corrugated brow as he thought, "Oh pshaw, I've got to get back to plotting my sales record in duplicate." (He used his bonuses on the abscissa against months on the ordinate.) "A half decade from now," he mused as he made an erasure, "I shall be near the zenith of my economic prowess." In the interval he would take advantage of the illustrated advertisements and brochures his company distributed with cyclic regularity. "A little acumen, a lot of valiant effort, and sincerity even in one's risibilities should put a diamond in the cravat of any determined salesman before he can say 'sacrilegiousness,'" he opined sotto voce. "Why, the post bellum opportunities are so unparalleled that I am egregiously fortunate to be living in this extraordinary era." Then reaching for his handkerchief he wiped his wizened visage and pondered over the herculean tasks awaiting him. "Only an ignoramus or



The product: the territory: the outlet: the salesmen: the sales experience. We're ready to put all five to work for you now. Here is finger tip distribution available through E. J. McAleer & Co., Inc., one of Philadelphia's oldest and best established distributors of nationally famous housewares, including Pyrex ovenware and the complete O-Cedar line.

If you have a houseware or allied product ready for distribution let the men of McAleer entrench it today in important consumer markets from Maine to Florida. McAleer salesmen are seasoned in sound selling experience. They know their markets and the department stores, hardware stores and grocery outlets that can serve you best in these markets.

Let McAleer finger tip distribution achieve important consumer acceptance for you today in preparation for postwar competition. We are ready to help you act quickly. Write today for further details. Your inquiry will be kept in confidence.

In addition to being a leading distributor of nationally famous housewares we are peacetime producers of McAleer Metal Kitchen Cabinets, Wall Cabinets and Wardrobes.



**E. J.
McALEER**

AND COMPANY, INC.

1422 N. 8th Street
PHILADELPHIA 22, PA.

567,215 *plan to Build*

"What do you need most? What will you buy first when victory is won?"

THE PROGRESSIVE FARMER asked a representative cross-section of its subscribers these questions in its "Intentions to Buy" survey.

The results of this survey indicate that, when peace comes, 567,215 Progressive Farmer subscribers plan some type of home construction—either new buildings or additions to old buildings; 280,684 will paint their buildings; 242,675 plan new bath rooms; and 194,919 will purchase new floor coverings.

Progressive Farmer subscribers intend to buy 387,890 refrigerators, 367,423 washing machines, 195,894 water systems, and 138,393 sewing machines.

The tremendous pent-up purchasing power of Progressive Farmer subscribers is waiting to buy these and many other products, after the war. Is your product a planned post-war purchase of thousands of prosperous Progressive Farmer subscribers?

The South Subscribes to The Progressive Farmer

Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

DO YOU KNOW A MAN

who can take charge of the ice cream sales of a Pacific Coast dairy products company producing well over 5 million gallons of ice cream yearly in normal times? He is a man who knows every part of the ice cream business. He has a record of successful sales and merchandising experience. He is an aggressive, sales-minded person whom people enjoy working with and for. He is a man who will enjoy living in a famous Pacific Coast city and who will be enthused by the chance to take charge of the sales of one of the coast's largest ice cream operations and make it even larger. He is a man who will write fully and frankly to tell us about himself, his work, his likes and dislikes, his strong and weak points, and the starting salary he requires for contentment. His letter will be confidential, of course. Write Box 2138, Sales Management, Inc., 386 Fourth Avenue, New York 16, New York.

Are YOU the TOP DRUG SALES EXECUTIVE we want?

Perhaps you are now employed, but want an opportunity to go farther and earn more. As sales executive of an old, established drug manufacturer with national distribution you'll be called upon to develop drug specialties and supervise a large sales staff. Earnings will be commensurate with demonstrated ability. An unusual opportunity for a man accustomed to an income in the five figure bracket. Give age and full experience. Replies kept in strict confidence. Box 2139, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y.

SALES CORRESPONDENT

**WANTED by nationally known
metal products manufacturer**

Can you handle a good-sized daily volume of inquiries from distributors, product prospects and users, and apply a good working knowledge of sales promotion and technical industrial methods in your letters? If you can, here's a job in New York City with a salary and a future limited only by your ability and enterprise. Write in detail about your qualifications: enclose photo. Interview arranged in New York City.

Box 2136, Sales Management, 386 Fourth Ave., New York 16, N. Y.

fatuous nonagenarian would fail to realize the urgency of more intensive application. "As always, erudition involving intimate knowledge of one's products, clarity of orthoepy, plus the ordinary amenities will be only a trio of the multitudinous, vocational investments of the successful salesman."

"Ugh!" he exclaimed, "these post prandial ruminations will be nullified if I don't get some sleep." Then jumping into bed, he was soon fast asleep, dreaming vagrant dreams—of municipal debentures, irate salesmen, Saharian mirages, truculent customers, et cetera. "Ah, Penelope," he sighed between stertorous grunts. . . . But Penelope, his beloved spouse, was snuggled close to their roseate hearth, blithely planning on what she would do with the increase her uxorious hero would make in her allowance, once he returned to connubial bliss.

Get Them to Talk

After the student reads the test, we ask him what he thinks of it. His replies may range from an intelligent discussion of pronunciation and its relation to successful selling all the way down the line to profuse rationalization and excuses for doing poorly on the test.

If he is inclined to be strained or taciturn, we throw out provocative and encouraging questions until we hit upon one that strikes his fancy. Not only are we interested in getting an estimate of his phonetic patterns in impromptu speaking but in observing his adaptability, tact, and powers of expression.

We also ask him to repeat several sentences; namely (1) a statement of fact, (b) a question, (c) an exclamation—all in the same intonational patterns as the examiner's. These test immediate memory of speech sounds and words and ability to reproduce a definite intonational pattern, items of great interest to the training instructor back at the company. If the company wishes, we also measure the examinee's capacity for retaining telephone numbers, orally given.

If, during the reading or extemporized part of the test, we have noticed a slight speech defect that can be corrected easily, we call it to his attention, demonstrate what he does that is wrong, explain the procedure to correct it, and give him illustrations of the correct pronunciation. Among the most common errors are 10 worth mentioning here because they are so widespread, yet readily amenable to correction:

1. *Assimilation or "swallowing" of word endings:* "running" becomes

runnin'; "old," ole; "months," mubns; etc.

2. *Telescoping of words so that sounds and even syllables are omitted:* "government" becomes anything from *govament to gummnt; "must be," muzbe; "diamond," dym'n; "Did you eat?," jeet; etc.*

3. *Adding sounds that don't belong:* "athlete," *athalete;* "mischievous," *mischievious;* "balmy," *babl-my;* etc.

4. *Substituting vowels and consonants:* "come," *kabm;* "had," *bed;* "third," *thoid;* "then," *den;* "little," *liddle;* etc.

5. *Dentalizing t, s, d, z, sounds and their combinations,* so that "what" sounds something like *whattb;* "so," *tso;* etc. (Dentalization is a characteristic of poor, Eastern urban speech, just as undue drawling marks substandard Southern speech.)

6. *Over-rapid speech* so that the auditor has difficulty in following what the speaker says. (Salesmen who pride themselves on their "gift of gab" frequently speak too fast.)

7. *Poor vocal pitch.* High pitch is more frequently noted than the opposite. (This is often due to nervous tension, which can be controlled.)

8. *Faulty projection.* Many of the salesmen examined revealed an inability to increase and decrease the loudness of the voice to fit intimate as well as projected discourse.

9. *Ineffective vocal quality.* Guttural quality is noted most often among those found with poor voice.

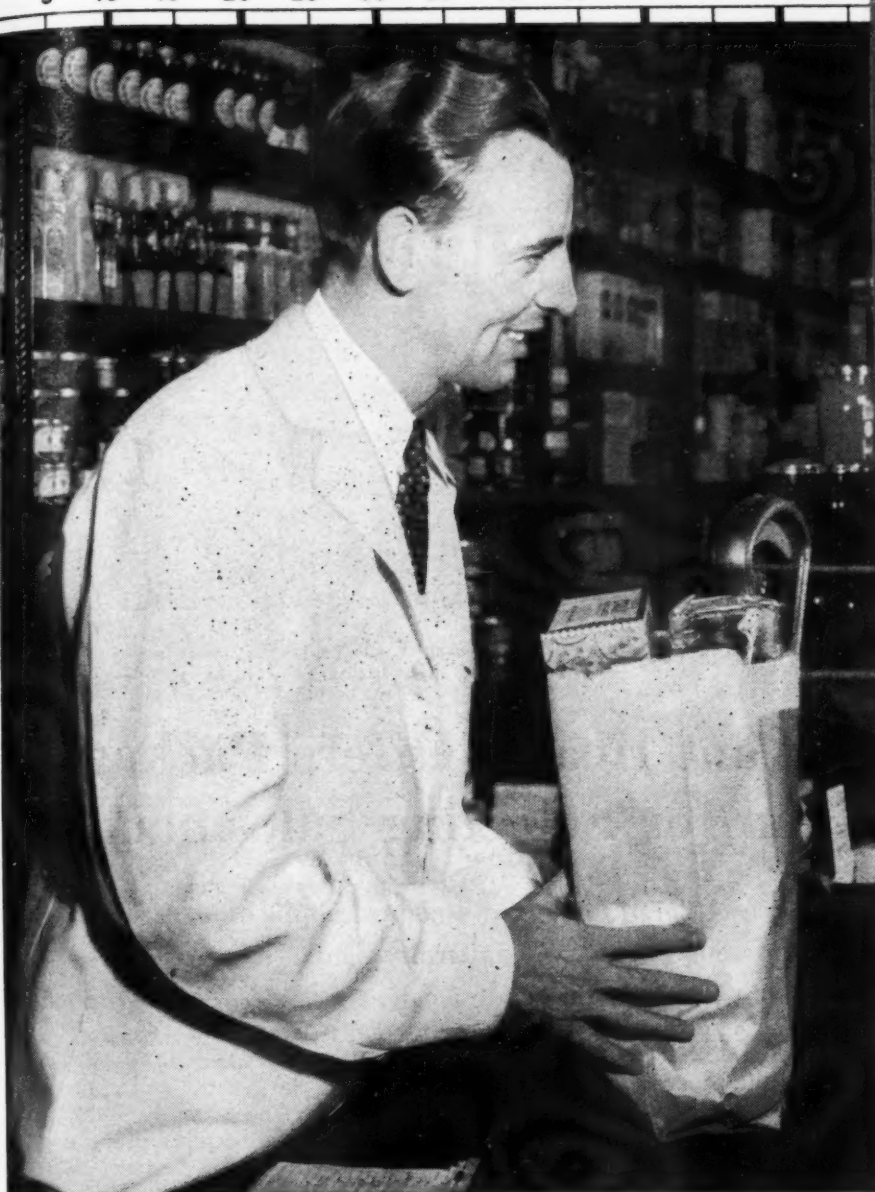
10. *Poor diction,* i.e. inappropriate grammar and idioms. (Although this problem deserves an independent discussion from the other faults, we may point out in passing that many salesmen of higher education during their impromptu speaking say, "In regards to," "media" and "data" used as singular nouns, "none are," etc., and even double negatives, such as "I wouldn't go out in that part of the country neither.")

As soon as the interview is completed we escort the examinee to the door, bid him good-bye, and fill out the report-form for his company. The salesman is likely to be more speech conscious after such a procedure than before. One of the easiest and most effective ways for the sales manager to test the "voice appeal" of his staff is to have recordings made of typical sales talks, and then play them back for analysis of pronunciation and diction. In most cases, both the sales manager and the men participating will not only be amazed; they will have a solid basis for working toward improvement as well.

WESTERN HOMETOWN SHARE OF RETAIL FOOD SALES

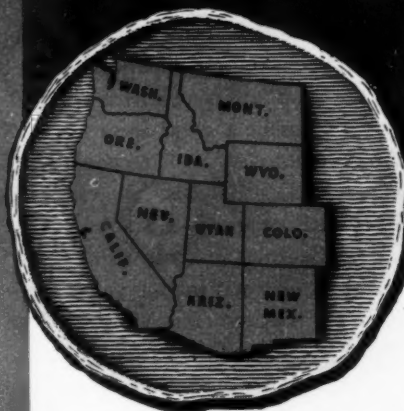
(Outside of the six largest cities)

5 10 15 20 25 30 35 40 45 50 55 60 65



69%

95



THIS BILLION-DOLLAR FOOD MARKET can be covered only one way

You should be selling twice as much FOOD in the Hometown Newspaper Market as in all other areas of the 11 Western States. Outside of the six largest cities, this market amounts to 934 million dollars yearly.

Hometown Daily Newspapers give you 70% coverage.

★ ★ ★ ★ ★

Our new booklet "How to Sell America's Third Greatest Sales Area" will help you plan your sales.

Write us for it today. Hometown Daily Newspaper Publishers, 625 Market Street, San Francisco 5, California.

America's THIRD GREATEST SALES AREA

... 6 BILLION A YEAR

where two thirds of all retail sales
are made in the HOMETOWN MARKET

Only

THE HOMETOWN DAILY NEWSPAPER

covers this primary market

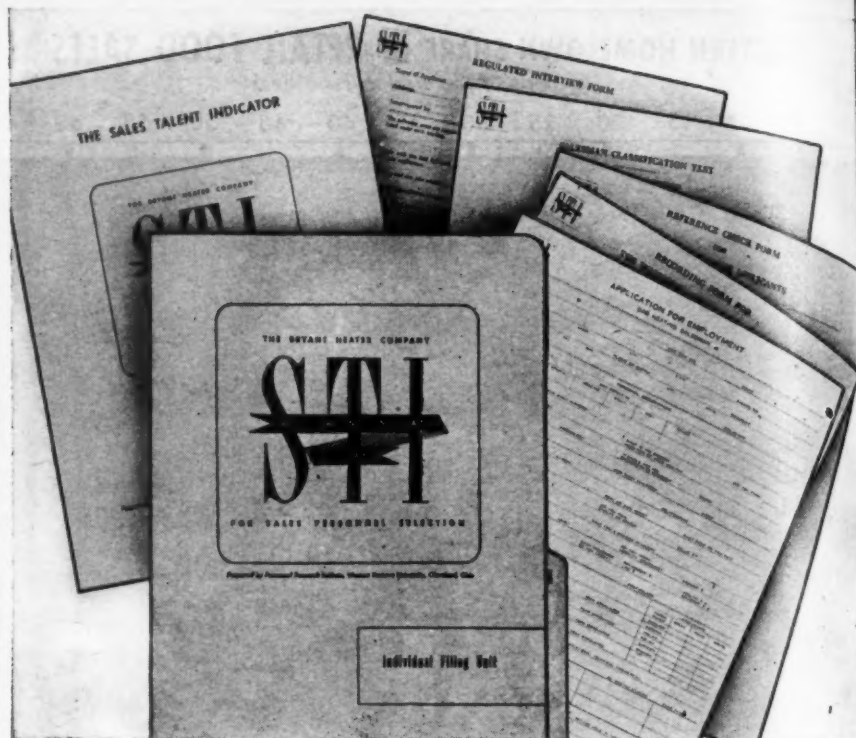


Have your letters *speak up*, if you're trying to sell something by mail. Put your message on a paper that does justice to your words. Yes, put it on *Atlantic Bond*, a genuinely watermarked economical paper that has all the snap and crackle that a letter needs to make a good impression. Atlantic Bond . . . for letterheads and envelopes to match . . . is available in white, cream and six pleasing colors. Samples that you will like to see are contained in our new portfolio of Eastern Fine Papers for Business. Send for this portfolio.



for Best Results
EASTERN CORPORATION
 BANGOR, MAINE

[134]



Bryant's "STI" plan is designed for use by gas companies, distributors and dealers—is aimed at lifting the efficiency of their hiring procedures—is proving accurate.

Bryant Heater Offers Packaged Plan for Selecting Salesmen

The series of tools included a weighted application, recording form and reference check, a standardized interview procedure, and a custom-built psychological test called a "Sales Talent Indicator."

AS a service to gas companies, distributors and dealers in the gas heating field, the Bryant Heater Co., Cleveland, has prepared a series of screening tests for the evaluation and selection of new sales personnel.

The Bryant Sales Talent Indicator Plan (STI) is named for one of the six pieces furnished in a 9x12 cardboard kit designed with subdivisions for easy use. When tests have been completed, this kit becomes the sales applicant's complete record.

The testing material was prepared by the Personnel Research Institute of Western Reserve University under the direction of Dr. Jay L. Otis, Professor of Psychology. Field work in preparing the tests was supervised by Dr. Clare W. Graves, senior member of the institute.

The kit starts with a weighted application blank supplemented by a recording form and reference check form, followed by a regulated interview form and the Sales Talent Indicator from which the plan is named.

A sales classification test is included as a key to the general intelligence of the applicant, and a mechanical aptitude test can be utilized for salesmen whose work would take them into the engineering phases of gas heating.

The Sales Talent Indicator is particularly valuable in helping the personnel executive to strike pay dirt. Back of it is field work in which several recognized psychological tests were applied to 200 salesmen already in the gas heating industry. The records of these 200 salesmen automatically divided them into two groups: The first consists of the most successful salesmen. The second is made up of men whose sales records were much below the sales of Group I. After testing these 200 men, basic differences in the two groups were apparent.

In making up the STI test for the new men, questions were chosen which pointed at qualities possessed by Group I but not held by Group II. For example, in the original field test of working salesmen, a series of uni-

SALES MANAGEMENT

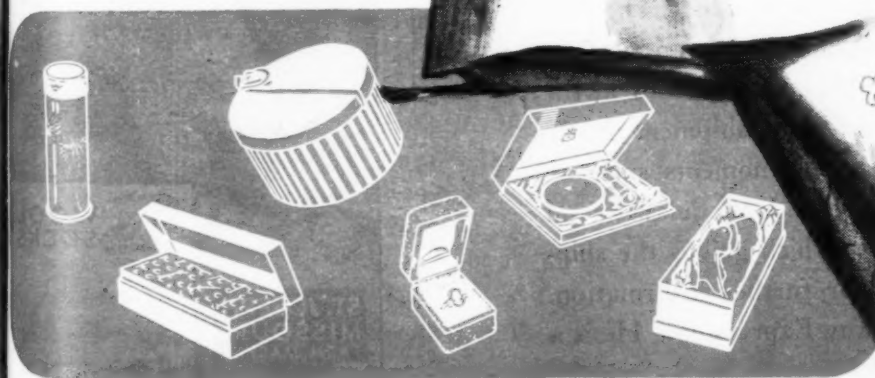


CUSTOM-BUILT for SAVINGS

You can bank on set-up paper boxes to ensure utmost economy in packing and shipping . . . for these handsome, sturdy containers — custom-built to protect your products while enhancing their display value—make possible speedier assembly-line packaging. And because they're remarkably light in weight, they pare shipping tariffs. You'll find it profitable to have a set-up paper box custom-built to your special requirements.

BACK THE MIGHTY SEVENTH WAR LOAN. BUY — and HOLD — YOUR INVESTMENT IN THE FUTURE.

7th.



NATIONAL PAPER BOX MANUFACTURERS Association

LIBERTY TRUST BUILDING • PHILADELPHIA 7, PENNSYLVANIA

FOR INFORMATION OR SERVICE • CONSULT THE NEAREST SET-UP BOX MANUFACTURER

JULY 1, 1945

[135]

form questions by the top grade group brought a series of quite different answers from the low grade group, indicating that successful gas heating salesmen in general have certain common characteristics not possessed by unsuccessful salesmen. It showed also those qualities lacking in the less successful Group II. Armed by such authoritative data, the institute prepared the Sales Talent Indicator as a scientifically built sieve.

The original application for employment covers physical, marital, financial, educational status of the applicant, together with questions designed to

bring out likes and dislikes and why the applicant believes he would be suited to sell gas heating. The record and reference forms aid the interviewer in summing up his findings.

The regulated interview form has as a primary purpose the screening of men whose applications look interesting, thereby bringing the written application into a different dimension. The way a man answers, his attitude, and physical appearance become a part of the test. Work history, the applicant's family background, education, marital and financial situation, experience in recent jobs, and his opinion about the

opportunity of the gas heating business are brought out. On the back page the interviewer utilizes a chart to summarize his impressions gained from the personal contact.

It's Up To Applicant

The Sales Talent Indicator determines whether the applicant has the qualities possessed by successful salesmen in the gas heating industry. It requires full cooperation from the applicant, since part of its purpose is to help him determine whether he really wants this kind of work. There are no "right" or "wrong" answers. Questions bring out the applicant's preferences. When the interviewer has finished, he knows pretty accurately whether he has a prospective success on the other side of the desk.

As proof of accuracy, study has shown that 82% of the men selected by the STI test have already proved above the average of others selected by methods in common use in the industry. The fact that the STI test screens out those who have little chance to make good in this specialized field should reduce amount of investment lost in training the wrong persons, and should be highly appreciated by those who are eliminated.



More than 20 Portlands in the U.S.A.!

WHICH Portland do you have in mind? The item you want to Express is valuable, to you and its consignee. Pause a moment! Take another look at the address and ask yourself — "Is this shipment clearly and securely marked?" A few moments spent in making sure can prevent unavoidable delays — and even loss. It is the address which guides the shipment to its destination. For further information, inquire of your local Railway Expressman. He is a good man to know.

BUY MORE

WAR BONDS



NATION-WIDE

RAIL-AIR SERVICE

ONE PAIR of **WOOL SOCKS**
for EVERY MAN, WOMAN and CHILD in the STATE of MISSOURI from WOOL
PRODUCED YEARLY IN ST. JOSEPH MO FARM TERRITORY

ST. JOSEPH MISSOURI FARM MARKET

MISSOURI'S 3rd MARKET

ST. JOSEPH NEWS-PRESS
St. Joseph Gazette
KELLY SMITH CO. • • • NATIONAL REPRESENTATIVES



"Now then, Dick Bowsen, the tables are turned!"

ONE OF THE specialties of the house at WOR is radio drama. Not arty stuff . . . though we do pride ourselves on the integrity of every production . . . but the kind of tense, skilled story-telling that grips listeners until the last situation is unravelled; leaves them relaxed and agreeably receptive when the villain's gun finally clatters to the pavement.

Approximately twenty times a week, WOR becomes an air-theatre where the best efforts of some of the best radio craftsmen are presented. Whether it's a chill-filled mystery show like "Bulldog Drummond" or "The Strange Dr. Weird;" a warm character-comedy, i.e., "Leave It to Mike," or such a poignant human annal as "Real Stories from Real Life" . . . the superb box-office show-sense of WOR's skilled programmers shines forth like Broadway on V-E night.

This popular appeal; this ability to know what listeners want almost *before* they want it, is typical

of WOR's carefully foresighted programming. It's a knack, of course, like great editing. But it's also the net result of penetrating personal research by highly skilled interviewers into the likes and dislikes of millions.

If you're an agencyman or a sponsor with a show problem on your mind, why not take advantage of WOR's invaluable experience? Our number is PE-6-8600, or write . . .

WOR

*first with what the public
wants first*

AT 1440 BROADWAY, NEW YORK
MUTUAL

Applicants are told in advance that this is a test for gas heating salesmen only. The fact that they may not fit into the gas heating pattern does not mean that they can't be top-notchers in other sales work. Personnel executives applying the Bryant test inform the applicants of results diplomatically and understandingly. These points are important because the 28-page manual which accompanies the test kit is complete and most of the weighing and measuring of applicants' possibilities can be handled by junior executives in the Personnel Department.

The Classification Test is designed

to give a quick picture of the knowledge and reasoning ability of the prospective salesman. The applicant who made a good impression with his application blank, stood up well under interviewing, and scored in the upper bracket on the STI can be classified into a higher bracket if the Classification Test shows that he has above-average information and intelligence.

Dr. Otis believes it necessary to put high rating individuals into work which offers opportunity to advance to supervisory or other executive types of work, since men who rate high in this final "x-raying" of inner ability would

be unhappy without such opportunity. "The Minnesota Paper Form Board test is the one used to determine mechanical aptitude of those salesmen who are required to have engineering ability as a part of their duties.

Bryant executives have such confidence in the plan that the cover of the instruction book carries the caption "Designed for scientific selection of people best fitted to sell gas heating equipment," and they think so highly of STI that Bryant advertisements in the engineering, heating, ventilating and air conditioning magazines in April featured the plan with a picture of a likely looking young man and the caption, "I think I can sell gas heating."

Can your salesmen call often enough on your Southern Customers?



A good auxiliary call to take your message direct to the man you wish to reach, can be made in one of the Abernethy Seven Southern Business Papers that goes to your specialized field. If you are interested in any of these subjects — SOUTHERN ADVERTISING & PUBLISHING, SOUTHERN JEWELER, SOUTHERN PULP and PAPER JOURNAL, SOUTHERN PRINTER, SOUTHERN CANNER & PACKER, SOUTHERN GARMENT MANUFACTURER, SOUTHERN STATIONER — you will find each magazine is made-to-measure just for you.

Sample copies gladly mailed upon request to advertisers and advertising agencies.



ERNEST H. ABERNETHY PUBLISHING CO., INC.
75 Third Street, N. W. ATLANTA, GEORGIA

New Books for Marketing Men

"Postwar Fiscal Requirements," by Lewis H. Kimmel. Published by The Brookings Institution, Washington, D. C. Price \$2.

"The 1945 Catalog of Business-Sponsored Educational Materials," Published by Committee on Consumer Relations in Advertising, Inc., New York City. Price \$2.

"Executive Compensation and Accomplishment," by Harry A. Hopf. Published by Hopf Institute of Management, Inc. Ossining, N. Y. Price 75c.

"Can Government Guarantee Full Employment?" Published by U. S. Chamber of Commerce, Washington, D. C. Price \$2.

"Salesmen's Mispronunciations," by James F. Bender. Published by Sales Training Publishing Co., Roslyn Heights, N. Y. Price 50c.

"Prefabricated Homes." Published by U. S. Government Printing Office, Washington, D. C. Price 5c.

"Employment Tests in Industry and Business," (a selected, annotated bibliography). Published by Princeton University, Princeton, N. J. Price 50c.

"Plastics in Practice," by John Sasso and Michael A. Brown, Jr. Published by McGraw-Hill Book Co., New York City. Price \$4.

"Selling with Color," by Faber Birren. Published by McGraw-Hill Book Co., New York City. Price \$2.50.

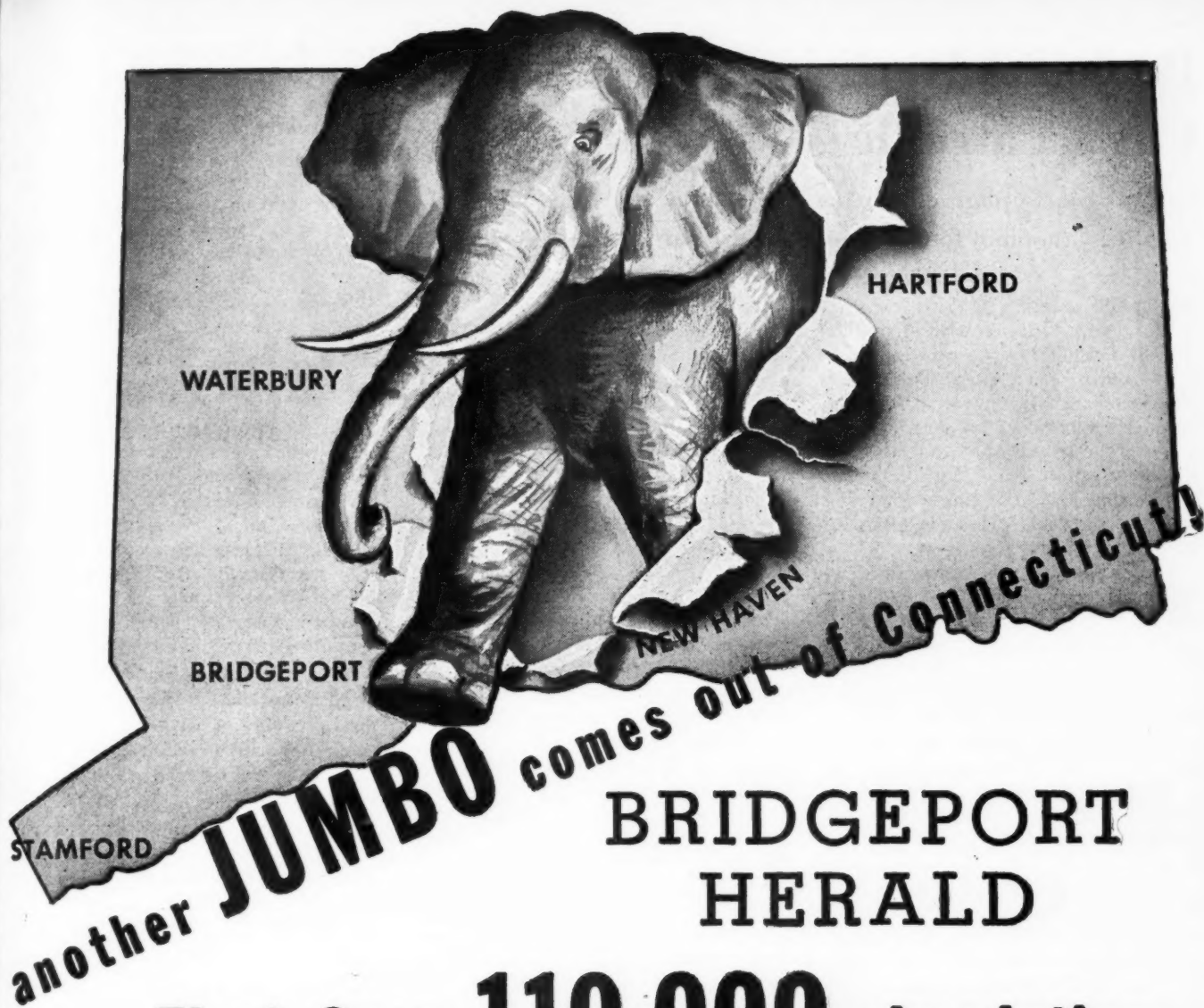
"Sales Management Guide," Volume II by Herman C. Nolan. Published by National Wholesale Druggists Association, New York City. Price \$2.50.

"Industrial Organization and Management," by Bethel, Atwater, Smith and Stackman. Published by McGraw-Hill Book Co., New York City. Price \$4.50.

"Television Programming and Production," by Richard Hubbell. Published by Murray Hill Books, Inc., New York City. Price \$3.

"How to Write a Good Advertisement," by Victor O. Schwab. Published by Schwab & Beatty, Inc., New York City. Free of Charge.

SALES MANAGEMENT



BRIDGEPORT HERALD

First Over **110,000** circulation
(110,050 A.B.C.)

➤ **FASTEST GROWING NEWSPAPER IN
NEW ENGLAND.** More than 50% increase in 5 years.

➤ **All this GAIN . . .** without premiums, contests or ballyhoo.

➤ **INVESTIGATE NOW! . . .** Milline rate less than \$2.00.

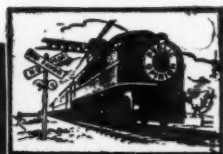
LEIGH DANENBERG
Publisher

ALFRED G. JACKSON
Editor

AUGUST J. MILLER
Advertising Director

National Representatives: LORENZEN & THOMPSON

BRIDGEPORT



HERALD

BRIDGEPORT, CONNECTICUT

Pooled Advertising Backs Up City's Patriotic Activities

New Orleans' plan eliminates duplication of soliciting effort; simplifies the job for government agencies, local contributors.

NOW entering its third year, the New Orleans War Activities Promotion Committee, the first cooperative "patriotic" advertising organization of its kind in America, reported at its annual meeting recently an expenditure of slightly in excess of \$125,000 for the fiscal year ending May, and an expected decrease of only approximately 10% in its budget for the coming year.

The WAPC, as it is known in New Orleans, is the brain child of E. Davis McCutchon, sales promotion manager of D. H. Holmes, Ltd., one of New Orleans' largest department store.

Accepted nationally as the most practical plan devised for bringing together advertisers, media and worthy causes and government agencies active in the prosecution of the war, the New Orleans Plan of handling this complicated subject has been copied in many cities.

A plan which would eliminate the repeated, and over-lapping, soliciting of advertisers for money, advertising space in publications, and sponsorship of time on radio stations, was what was wanted, and the New Orleans War Activities Promotion Committee's plan filled the bill.

Acceptance of the Plan

Mr. McCutchon laid his plan before leading businessmen, advertising agency executives, and newspaper publishers in New Orleans with the result that the WAPC was given approval and turned over for sponsorship to the Retail Merchants' Bureau of the New Orleans Association of Commerce and the Advertising Club of New Orleans.

The obvious advantages of establishing an advertising pool, a sort of community chest of advertising, for publicizing essential war activities were immediately appreciated and understood by businessmen and media.

On the first day of each month form letters are sent to all war agencies, asking sums needed and classes of media desired for their current appeals, if any. These form letters must be returned in five days and are then studied by an Allocations Committee, which divides the available advertising funds for the month. These allocations are submitted to the Executive Committee which accepts or modifies them.

With approval of funds for allocation, the war agencies are then advised of the space and media allotted and are requested to submit copy, art work, etc., to the chairman of the Schedules Committee. All data is then sent to the Production Committee, which produces the advertisements which finally appear, this latter phase being handled by the Ammunition Club, local advertising experts.

New Orleans advertising agencies, newspapers, radio stations, outdoor advertisers, car-card advertisers, printers, and many others assist to make this wartime publicity possible.

Local stores and industries contribute the funds necessary to meet the budgets, some with an annual pledge or payment in advance, others with contributions from time to time.

All persons, men and women, from the Advertising Club and the Retail Merchants' Bureau, give their time without any form of compensation other than the satisfaction of doing a necessary job well. There is but one paid person, the man who keeps a constant audit of the records. Artists and copywriters of the city also give

their time and talents without compensation.

Many war agencies and causes have been assisted. An example follows:

Late in September 1944, when absenteeism in war plants reached serious proportions, the WAPC was requested by the local director of the War Manpower Commission to suggest ways and means of combating this serious threat to the war effort. The result was the appointment of a special committee of advertising experts to conduct a campaign against absenteeism in war plants.

Special funds were subscribed by firms primarily affected and spent for plant posters, movie trailers, radio announcements, and newspaper advertisements for a several months campaign. Satisfying results and an "improvement in the New Orleans labor market" were publicly credited to this special committee's work by the local area director of the W.M.C.

Present officers of the New Orleans WAPC are Herbert Kenney, publicity director, Maison Blanche, Ltd., general chairman; George M. Carnes, director of public relations, New Orleans Public Service, Inc., vice-chairman; E. C. Walker, secretary, Retail Merchants' Bureau, secretary; and Albert Wachenheim, Jr., president, Imperial Shoe Store, treasurer. Mr. McCutchon, originator of the plan, served as the first year's chairman, Armand S. Kreeger, secretary, Kreeger's, Inc., as last year's chairman.



POST-WAR CAR: The 1946 Nash passenger car shown here is the first built by Nash since 1942. It is the master pilot model which is expected very shortly to go into assembly line production. George W. Mason, president, Nash-Kelvinator Corp., says the new car will be lighter and will give 25 to 30 miles to a gallon of gasoline. It will provide ample room for six passengers.

**ARTKRAFT* SIGNS
MUST BE BETTER
so many will accept
no substitute**

SUPER MARKET

KELVINATOR
ELECTRIC REFRIGERATORS & RANGES



RED & WHITE

Thousands of Artkraft* signs everywhere today—a substantial part of which have been up for many years, all since before the war—are further proof of their superior quality.

The happy experience America's leading merchandisers have had with Artkraft* signs has prompted an increasing number to use only Signs of Long Life*.

PRODUCTION IS ABOUT TO START! MASS PRODUCTION METHODS

Additional plant facilities, most modern equipment, streamlined production methods and concentration on quantity orders permit us to offer the finest signs ever produced at the lowest cost in history.

Place your order at once if you have not already done so, in order to get a good position in our production schedules. We are supplying samples where necessary. Quick delivery is foreseen, especially to customers ordering the same signs as before the war.

ATTENTION SALES MANAGERS AND AGENCY ACCOUNT EXECUTIVES!

Leading merchandisers and national advertisers today fully realize the importance of the part played by a successful sign program. It affords the surest way of making other forms of advertising pay out.

Artkraft* signs increase sales 14.6% and make national advertising 5 times as effective, by actual audited research.

Artkraft's* exclusive features include Porcel-M-Bos'd letters (raised out of the heavy sheet steel background by patented process, and 75% more attractive and readable); 999/1000% perfect neon (actual average record); Galv-Weld frame construction (no rust, no vibration); and 10-year guaranteed porcelain enamel.



We, here at Artkraft, are proud of the part we have played in the war effort, and are happy to have just received the Army-Navy "E".*

*We Give You
the Artkraft* Creed
TO EXPRESS IN WORDS ARTKRAFT'S*
LONG TERM BASIC POLICY
The ARTKRAFT* CREED
"GOING PLACES TOGETHER"*

Co-operation—not buck passing or jealousy. The realization that in a job, well done, there is plenty of credit for everybody . . . that inversely, in a job poorly done, nobody can avoid his share of the blame . . . that the interests of labor and management are the same—not opposed . . . that through such co-operation we can best serve our customers . . . and—finally, that none can progress till his successor is trained.

Here at Artkraft we want good will . . . not only customer good will, but that of our employees. Co-operation pays big dividends to management, labor and customer. In the quarter of a century that we have been doing business we have never had a strike or walkout.*

THE ARTKRAFT* SIGN COMPANY

1000 E. Kibby St.

Lima, Ohio, U. S. A.

**SIGNS OF LONG LIFE*
FOR QUANTITY BUYERS**

by

**The World's Largest
Manufacturer of
Signs**

THIS COUPON FOR YOUR CONVENIENCE

**The Artkraft* Sign Company
1000 E. Kibby St., Lima, Ohio, U. S. A.**

- ☐ Please send, without obligation, full details on Artkraft* signs.
☐ Please send a copy of The Artkraft* Creed on a heavy card.

Name

Firm

City

*Trademarks Reg. U. S. Pat. Off.

FOR TRAINING AIDS

IT'S GARDNER

WESTINGHOUSE
ELECTRIC & MANUFACTURING COMPANY



511 WOOD STREET
P. O. BOX 868
PITTSBURGH 30, PA.

May seventh
1945

Mr. William Gardner, President
Gardner Displays
477 Melwood Street
Pittsburgh, Pennsylvania

Dear Mr. Gardner -

During the past several months we have been preparing sales training aid material for the big job of educating our personnel in product and system developments resulting from our war production experience.

In the preparation of this material we have been aided considerably by the co-operation of your staff and by the complete facilities with which you are able to execute an idea for the graphic and lucid explanation of any subject.

I feel that training aid material such as you are able to produce will become increasingly important in the post war scramble to re-establish old markets and to create new ones.

Sincerely,

J. M. McKibbin
Assistant to Vice President

J. M. McKibbin

WESTINGHOUSE—THE NAME THAT MEANS EVERYTHING IN ELECTRICITY



J. M. McKibbin
Assistant to Vice President
Westinghouse Electric & Mfg. Co.

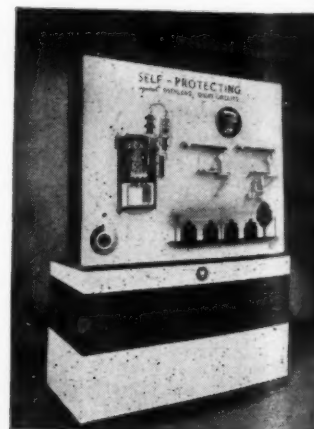
This is but one of a complete set of ten visual Training Aids which illustrate and demonstrate, with action, various problems of the electric industry—and how and why the various types of Westinghouse equipment fit into the picture. Step by step, the story unfolds—and in a manner that is easily understood and quickly digested.

These Training Aids have been used with tremendous success in meetings of salesmen and dealers all over the country. Training Aids were an important factor, also, in the success of our huge Army and Navy Training Program . . . and Training Aids may fit into your plans, now—or post war. Let us help you plan them now!



Gardner Displays

DESIGNERS AND BUILDERS
477 Melwood St., Pittsburgh 13, Pa.
MAYflower 9443



Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

110—"A Four-Pronged Plan for Recruiting The Post-War Selling Force," by Harold D. Laidley. (5 cents each)

"Post-War Planning Series." (27 articles) Available in broken lots. Price 25c per set.

106—"The Job of the Advertising Department." (A chart) (Price 5c)

107—"The Job of the Sales Department." (A chart) (Price 5c)

103—"A Time-Saver List of Sources for Maps for Sales Executives." (Price 10c)

100—"Five Practical Plans for Training Retail Salespeople," a reprint of five articles by James C. Cumming which have appeared recently in SALES MANAGEMENT. (10 cents each)

99—"Ideas for Solving Your Biggest Post-War Problem; The Training of a Hard Hitting Sales Force," a reprint of 12 articles on sales training from recent issues of SALES MANAGEMENT. (50 cents each)

98—"Am I Really Ready for Post-War Selling?" by Burton Bigelow, Burton Bigelow Organization, New York City. (10 cents each)

97—"So You Need a New Payment Plan for Your Post-War Sales Force?" by Burton Bigelow, Burton Bigelow Organization, New York City. (5 cents each)

95—"GI Joe Asks: 'Shall I Seek a Career in Selling After the War?'" by Burton Bigelow, Burton Bigelow Organization, New York City. (5 cents each)

91—"Up-to-Date Data of New York Buying Affiliations of the Principal Department Stores." (10 cents each)

105—"Nineteen Questions About Aptitude Testing." (3 cents each)

96—"New Market Measurements of the Western States," by Warwick S. Carpenter, Pacific Coast Manager, Sales Management, Inc. (An interpretive analysis with postwar projection.) Price 20 cents.

90—"Gagged and Bound," by T. Harry Thompson. Reprints of the best quips from T. Harry Thompson's Scratch Pad column in SM. 64 pp. (75 cents per copy)

94—"A Self-Appraisal Test for Your Salesmen," by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

92—"Self-Analysis for Sales Managers," by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

93—"The Bureau of Foreign and Domestic Commerce—How It Can Help You," by A. R. Hahn, Managing Editor, SALES MANAGEMENT. (10 cents each)

A Great Bank . . .

In a Great State . . .

In WINSTON-SALEM!

A city's progress is often marked by the growth of its financial institutions and Winston-Salem is no exception. Winston-Salem's growth has been typified in recent years by the rapid development of its banks.

An example is the Wachovia Bank & Trust Company, headquarters in Winston-Salem. In the past year this great bank has jumped to 67th place among the nation's 14,700 banks . . . a gain of seven places UP the ladder over the previous year.

An ACTIVE market? Yes . . . and a "MUST" for advertisers in North Carolina is Winston-Salem.

JOURNAL and SENTINEL

Winston-Salem, N. C.

National Representatives: KELLY-SMITH COMPANY



FROM BRIEFING SQUADRONS



TO BRIEFING SALESMEN

Postwar pressure for new sales volume will demand speedier, better contact with your salesmen. The modern way to do this is with SoundScriber electronic recording on mailable, fileable plastic discs. One topflight sales executive writes: "SoundScriber has increased the productivity of our sales force 20%." To keep abreast of this latest development in modern selling aids, mail coupon.

SOUND SCRIBER
TRADE MARK

portable electronic disc recorder
for LIVE VOICE MESSAGES, SALES REPORTS,
INTERVIEWS, SALES TRAINING, SALES
MEETINGS, DICTATION

THE SOUNDSCRIBER CORPORATION
Dept. SD2, 82 Audubon St., New Haven 11, Conn.
I am interested in the modern selling tool —
SoundScriber—for postwar sales development.
Name & Title _____
Company _____
Address _____

Snapshots from **IDEAL'S** Album

**Meet The People Who Brilliantly Report Hollywood
In Ideal's Three Sharply Differentiated Magazines**



Frances Kish, Editor of *Movies*, and Gary Cooper, in a moment of what seems to be momentous conversation on this and that, at New York's fashionable Club 21.



Jeanne Crain, Private Lon McAllister, and *Movie Life's* Editor, Betty Etter, compose a comely, smiling and congenial threesome when Editor Etter visits the 20th Century-Fox Hollywood lot.

People make news; people make magazines, and we want you to know the people behind the Hollywood news published in the Ideal magazines, *Movie Life*, *Movie Stars Parade* and *Movies*. Our New York, as well as our Hollywood, office is close in spirit to our hometown, Hollywood. We believe the phenomenal growth of the Ideal movie books is due to the fact that we think in Hollywood terms. The people who buy our magazines are the very same people who fill the movie theatres. They shop for the best Hollywood news as they shop for the best pictures. We believe that our policy of concentrating upon the best Hollywood news is the reason our magazines sell out, month after month. And we are pledged to maintain that policy, to do a progressive and constructive liaison job between Hollywood and the movie-going public.

Thurman Puber

Editorial Director

W. M. COTTON'S Ideal MOVIE GROUP
Movie Life . . . Movie Stars Parade . . . Movies
New York . . . Hollywood . . . Chicago



Cary Grant, who always plays Santa Claus at the Golden Award Party given by the Women's Press Club, proffers the grab bag to Llewellyn Miller, *Ideal's* Executive Western Editor, in the American Room of Hollywood's Brown Derby.



On the M-G-M set in Hollywood, *Ideal's* Editorial Director, Muriel Babcock, chats with Greer Garson. Note-book in hand, Greer seems to be doing the interviewing this time.



(left to right.) Artist Travis Cliett and Art Director Charles Jensen, of *Ideal's* New York staff, discuss some fine points of layout-making with Lauren Bacall, during her recent visit to us.



Beauteous Belita watches Artist Edward Rethorn, of *Ideal's* New York staff, cope with a problem in typography. Distaff side of our art staff admire Belita.



Sonny Tufts gives a quick look at pages of *Movie Stars Parade* displayed by Editor Pat Murphy in *Ideal's* New York offices.



Annes Morrin, *Ideal's* Western Editor, serves a cup of tea, during an afternoon visit on Claudette Colbert, in Claudette's famous-for-beauty Holmby Hills home.



In the *Ideal* Kitchens, New York, Food Editor Demetria Taylor and Songstress Dinah Shore collaborate happily on a recipe.



Two Virginias with but a single thought! Virginia Vincent, *Ideal's* Beauty Editor, and Virginia Mayo, swapped opinions about lipsticks.



At the afternoon panel on "Determining the Values and Limitations of Selection Methods": Gordon Bass, vice-president, Hiram Walker Distributors, Inc.; Thomas M. Stokes, staff supervisor, field training division, Metropolitan Life Insurance Co.; William Rados, associate director, department of sales and merchandise education, Schenley Distillers Corp.; Forrest H. Kirkpatrick, director, education division, Radio Corp. of America; Lloyd Weir, director, sales personnel and training, The Todd Co.; and Howard V. Phillips, merchandising manager, McKesson & Robbins, Inc. Speaking: Sidney Chamberlain, field sales manager, Kendall Co.

Experts Appraise Aptitude Tests Before Crowd of 400 at S. A. M.

The consensus: Aptitude testing, when properly used, is producing measurable results, but the techniques for administering tests are in need of further refinement, and business needs to develop a more exact series of criteria for judging their over-all net values.

THE first conference on selection of sales personnel and aptitude testing, suggested by SALES MANAGEMENT in February, and sponsored by The New York Chapter of The Society for the Advancement of Management, was held at the Waldorf-Astoria, New York City, June 14.

The meeting was opened by Albert H. Foster, director of market analyses, Borden Farm Products, and president of the New York Chapter of S.A.M., who pointed out that full production in the U. S. will depend on salesmen as the key element in distribution. He introduced X. F. Sutton, general chairman of the conference, and president, Sutton-Malkames, Inc., who empha-

sized that "we are going into this subject of testing with our fingers crossed because there have been so many claims which we just cannot believe. However, we are going to give it a fair trial, and we intend to keep careful records to satisfy ourselves as to whether or not we are on the right track."

W. S. Allen, vice-president, Marathon Foundry & Machine Co., presided over the morning and afternoon sessions of the conference.

Kinsey N. Merritt, general manager of public relations, Railway Express Agency, in a talk on "A Dictionary of Terms Used in Aptitude Testing," stressed the need for an understanding of terms used in psychological testing

to eliminate some of the major reasons for much of the confusion surrounding the subject of aptitude testing. To aid in this he had a small dictionary of terms compiled and distributed at the meeting—which he said is a start to bridge the gap towards a better understanding of testing and its possible applications as a management tool.

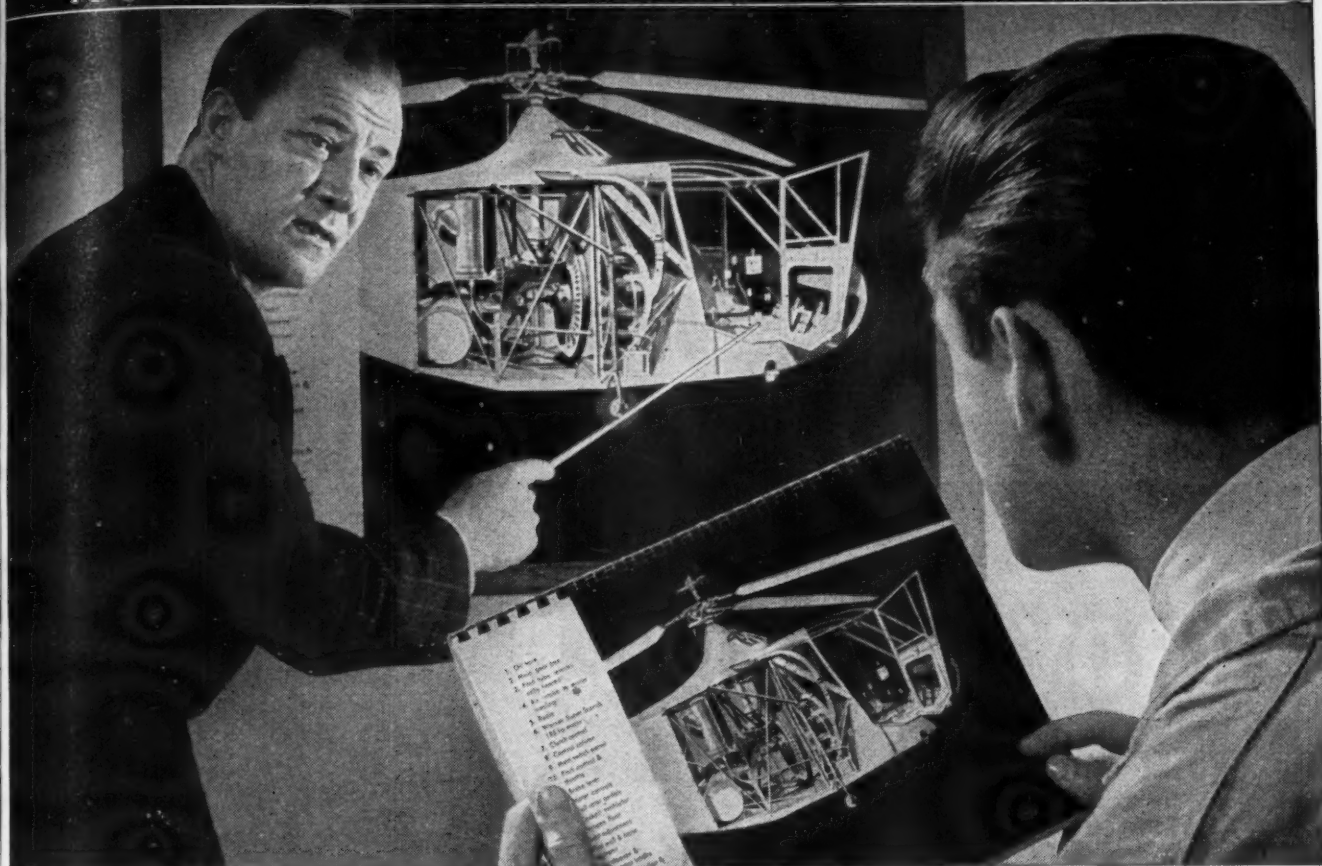
Mr. Merritt also pointed out that proper selection and training directed by competent specialists goes a long way toward finding sales staffs that will assure lower distribution costs. He discussed the high costs of turnover in sales staffs, both in regard to loss of good-will, resulting from poor sales approach, and loss of money spent on training incompetent salesmen.

Wallace H. Wulfeck, vice-president and director of research, Federal Advertising Agency, and president, Metropolitan New York Chapter Association of Applied Psychology, spoke on "The Scientific Basis of Psychological Testing." "Strictly speaking," he said, "we are not dealing with a scientific method. We are dealing with a statistical method. Aptitude testing, he pointed out, is sampling of human behavior

Other members of the afternoon panel: Lt. Comm. R. N. Faulkner, USNR, officer-in-charge test and research section, Standards and Curriculum Division Training, Bureau of Naval Personnel; Lee Sohn, vice-president, Personna Blade Co.; Major R. M. Bellows, executive officer, personnel research section, Classification and Replacement Branch, The Adjutant-General's Office, War Department; and Richard H. Moulton, director of training, General Foods Corp. Chairman for morning and afternoon sessions was W. S. Allen.



IT'S WHAT YOU DO WITH CELLULOSE FIBRE THAT COUNTS



Good Schooling for Peace, too

War isn't all boom and blast. Some of it is constructive information and instruction, of value in peace too.

For example—the modern printed instruction books and guides, used in training our armed forces, deal with subjects such as aviation, navigation, mechanics, engineering and electronics.

Thus the Army and Navy have found paper and printing invaluable in giving a quick, clear understanding of a subject.

In the civilian economy of tomorrow there will be vast need of modern brochures, booklets, folders and catalogs—to interest and convince prospective dealers and consumers—to illuminate fine sales points of post-

war products—to create new markets and revive old ones.

To help meet wartime needs for many kinds of papers, Oxford has combined continuous research with the experience gained in making more than 1,000 miles of fine printing paper every day. This combination has given us an unusual fund of knowledge to apply to printing problems. And it will prove to be equally useful to all users of fine printing in the fruitful years ahead.

Included in Oxford's line of quality printing and label papers are: Enamel-coated—Polar Superfine, Mainefold, White Seal, Rumford Enamel and Rumford Litho CIS; Uncoated—Engravatone, Carfax, Aquaset Offset, Duplex Label and Oxford Super, English Finish and Antique.



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PAPER
COMPANY**

230 Park Avenue, New York 17, N. Y.

*MILLS at Rumford, Maine and
West Carrollton, Ohio*

WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Ill.

selected levels. "A great mistake is made by industry in taking tests at face value. Each test must be standardized on the desired group if the desired results are to be achieved."

Jean De Jen, manager, retail development and sales education, Appliance & Merchandise Department, General Electric Co., described his company's sales manpower development program. "General Electric could and should use four times as many salesmen as before the war to sell electrical appliances," he asserted. He also pointed out that G-E estimates that 250,000 retail salesmen will be used

in the electrical appliance field after the war, and that there will be a greater competition for sales manpower than ever before.

"General Electric," Mr. De Jen said, "reached its position of eminence without the aid of aptitude testing, and I doubt whether G-E's position in the appliance industry will be endangered if our dealers continue to do without so-called scientific selection procedures. But we are embarking on a sales manpower development program in which we hope to do a national pioneering and research job in that controversial field of scientific

selection of salesmen. If our experiments result in only 5% improvement at the point of sale, our efforts will be amply rewarded.

In a talk on "Aptitude Testing in Transition—from Production to Selection of Salesmen," Dr. David W. Cook, assistant director of industrial relations, General Aniline & Film Corp., stated that more than 90% accuracy has been achieved by his company in forecasting competency through the use of aptitude tests. He cited four case groups: Ninety-two percent above average producers were selected, and 72% below average ones rejected as a result of special tests developed over a six-month period for coil winders. A performance-type aptitude test for inspectors gave 90% accuracy in selecting competent men. The performance of tool-maker apprentices was improved on the average by means of tests, because they permitted selection of 70% of those who would be above-average performers at the job. Supervisory selection was also improved, Dr. Cook pointed out. The system devised gave 72% accuracy of prediction in regard to satisfactory performance of supervisory duties.

In conclusion, Dr. Cook stated that his company was developing tests for the selection of salesmen which he believed would give results at least as satisfactory on the average as those used in the selection of industrial personnel.

Tests Find the Right Men

During the afternoon session the "what, who, how and when" formula for developing aptitude testing as a management tool was described by S. D. Chamberlain, field sales manager, The Kendall Co. The 'what,' he said, is the job analysis or what are we selecting for? The "who" is who is to be selected—which involves recruiting and knowledge of the type of man for whom we are looking, and trial and testing time and time again until the best possible formula is found gives the 'when.' He also pointed out that the personal interview is an essential part of the selection process, and that history checks and aptitude tests are auxiliary and also necessary. Aptitude tests, he said, used by the Kendall Co. since 1940 had a correlation coefficient of 86%. "They have helped to eliminate those men not fitted for our sales job."

The afternoon session of the conference was concluded by panel discussions on all phases of selection by Gordon Bass, vice-president and general manager, Hiram Walker Distributors, Inc.; Major R. M. Bellows, executive officer, Personnel Research Section,

KROYDON COVER

TOUGH
SOIL RESISTANT
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for

CATALOGS
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*Kroydon Cover is distributed by leading
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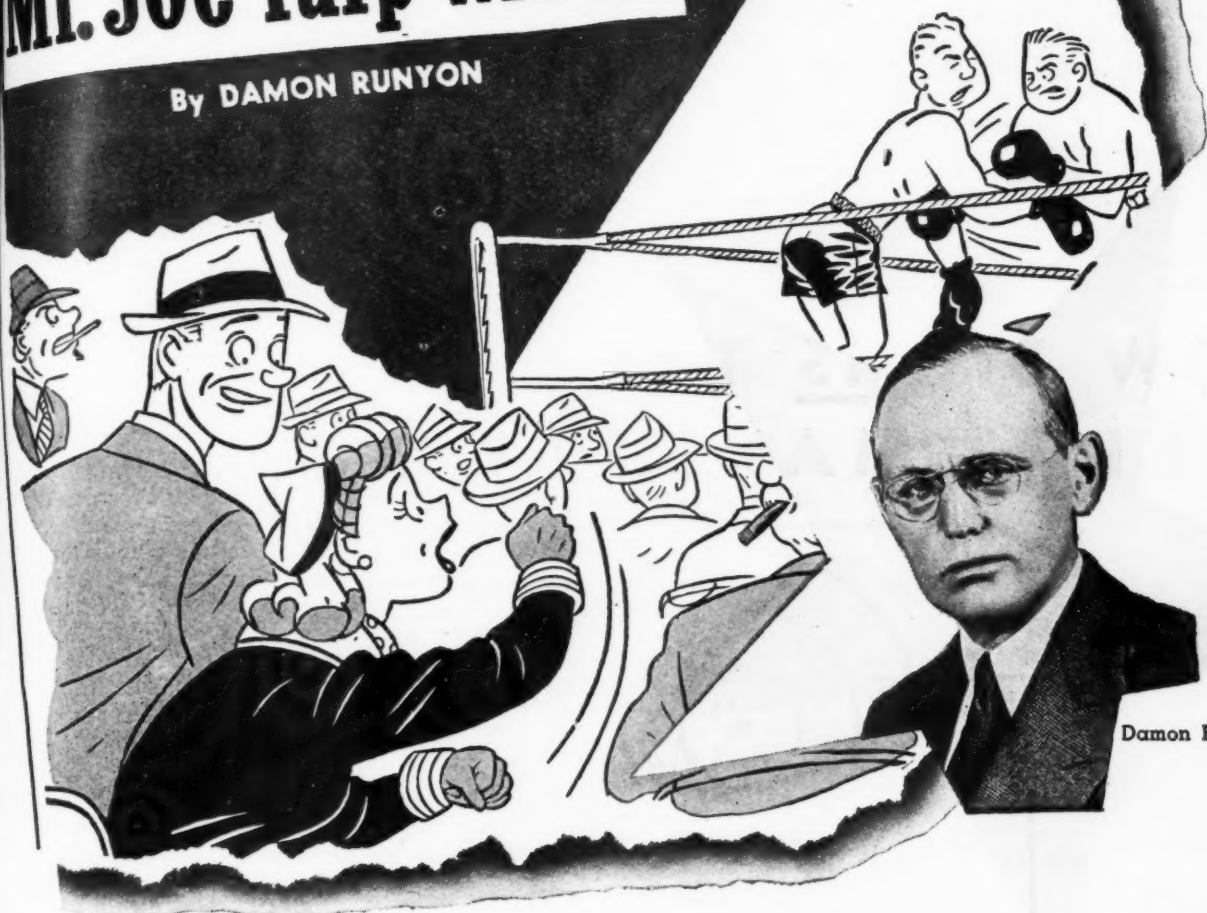
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Mr. Joe Turp Writes

By DAMON RUNYON



Damon Runyon

Funny—how this guy
always draws a crowd . . .

RUNYON'S got something that gets people. The same goes for the top-notch talent that produces the *pictorialized news*, the *sophisticated cartoons*, the *amusing columns* and the *news of stage and screen* in Sunday Pictorial Review. E. V. Durling, George Dixon, Barbara Shermund! They draw crowds to the tune of over 5,000,000 families every Sunday, in nine major markets—representing one-third of the nation's sales potential. When you advertise in Sunday Pictorial Review your product shares this box office appeal. *Always draws a crowd.*

**SUNDAY
PICTORIAL
REVIEW**

Star salesman in 9 major markets

Distributed regularly through the Sunday issues of:
New York Journal-American
Baltimore American
Pittsburgh Sun-Telegraph
Detroit Times
Chicago Herald-American
Milwaukee Sentinel
Los Angeles Examiner
San Francisco Examiner
Seattle Post-Intelligencer

(*Represented individually by Paul Block & Associates)

Represented nationally by HEARST ADVERTISING SERVICE

JULY 1, 1940

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Classification and Replacement Branch, The Adjutant-General's Office, War Department; Lt. Comm. R. N. Faulkner, USNR, officer-in-charge Test and Research Section, Standards and Curriculum Division Training Bureau of Naval Personnel; Forrest H. Kirkpatrick, director, Education Division, Radio Corporation of America; Richard H. Moulton, director of training, General Foods Corp.; Howard V. Phillips, merchandising manager, McKesson & Robbins, Inc.; William Rados, associate director, Department Sales & Merchandising Education, Schenley Distillers Corp.; Lee Sohn, vice-president & sales manager, Per-

sonna Blade Co.; Thomas M. Stokes, staff supervisor, Field Training Division, Metropolitan Life Insurance Co.; Lloyd Weir, director, Sales Personnel and Training, The Todd Co.

During some of the panel discussions Mr. Stokes pointed out that so far as Metropolitan Life is concerned selection cannot be centralized. His company, he said, decided in 1933 to engage in research, spent five years in it, and then put the plan into effect in 1939. Management, he said, is now convinced that improvement in selection requires continuous application, constantly going over the plan to keep it up to date, but the executives behind

the plan "should realize that nothing can take the place of human judgment."

Gordon Bass in his panel discussion pointed out that improvement in selection of salesmen is necessary to build better sales staffs to sell more merchandise and meet keen competition post-war. Tests, he said, reduce turnover which is very costly. They help in studying the mistakes of the past. "The result of our tests is that efficiency now is 85% against 40% before tests were given."

Mr. Moulton pointed out that one of the biggest problems is to keep interviewers from over-selling the company. General Foods, he said, issues a booklet "Facts for New Employees" to give applicants and new employees an accurate picture of the company.

HOW BIG IS THE TULSA MARKET?



You Can Cover CITY, STATE or
SOUTHWEST from TULSA

Bridging the gap between manufacturer and the dealer and consumer, Tulsa is the logical distribution center for a major Southwest Market, whose population, natural resources and agricultural production, buying income, transportation and delivery facilities demand serious consideration. A factory branch or distributor in Tulsa will enable you to serve this area faster, easier; more efficiently, more satisfactorily.

To do justice to your own distribution in the city of Tulsa, State of Oklahoma or the Southwest you **MUST** have the New Tulsa Distribution Brochure, just off the press.

Address: Russell S. Rhodes, General Manager

TULSA CHAMBER OF COMMERCE

210 TULSA BLDG.

TULSA, OKLAHOMA

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Outlines Steps to Be Taken

Outlining the steps which must be taken by a commercial organization for a workable selection program, Major Bellows is of the opinion that there should be personnel research which is the development of better ways of dealing with personnel. There are four steps, he pointed out, which might be taken: (1) There should be a study of the attitude of management; (2) The personnel research department should be located on the chart near the center of activity in the organization; (3) there should be coordination of the various departments concerned and a study should be made of them; (4) there should be facilities to enable the job to be done, such as a job analysis to enable management to test tests in order to determine which tests will work, and there should be development of criteria for the measuring of the success of the methods of testing.

William Rados said his company had designed several selection plans, and worked out a check-list of 10 points: (1) Know the purpose of an appraisal plan. What's good about the prospect? Desired qualifications? Does he possess well known failure seeds? (2) The interviewer must be un-opinionated. (3) Measure each qualification separately, each trait separately. (4) Measure the intangible traits: loyalty, etc. To what degree does the prospect have those traits? (5) Applicant's total background should be reviewed. (6) The man who interviews must be trustworthy. (7) Health should be checked. (8) Enough time should be spent on an applicant—at least four to eight hours on a man—in order to come to a correct conclusion. (9) There should be a record of observation. (10) There should be an objective review of all the information the interviewer has.

SALES MANAGEMENT



How a Piece of STEEL and a Little TIN Protect Your Products... Your Profits!

● From maker to taker, your consumer goods must be protected against damage of every variety. They are constantly menaced by handling...air...light...moisture.

But these troubles can't creep through steel. So, in the sturdy steel-and-tin can...which is more than 98% steel, less than 2% tin...you have permanent protection against light-deterioration, moisture-deterioration, air-deterioration...positive protection against clumsy handling.

Yes...steel and tin, made into cans, protect products, please retailers and wholesalers, satisfy customers. That's why we say: plan *now* to pack your products in *cans* when cans become available again!

SELLING THE CAN IDEA TO EVERYBODY!

Look for big full-page, full-color ads currently telling shoppers everywhere how convenient *cans* bring them their favorite products with full quality *sealed in!* More than 26,000,000 printed messages appear this month, in five national magazines and in the magazine sections of Sunday newspapers from coast to coast.

CAN. MANUFACTURERS' INSTITUTE, INC., NEW YORK

And that's not all!

Steel-and-tin cans bring you these added advantages:

1. They don't break, split, tear.
2. Require no special packing or handling.
3. Cans are light, compact...economical to ship, save shelf and storage space.
4. Stay neat and clean.
5. Cans are easy to display attractively.
6. Labels can be lithographed on cans.



NO OTHER CONTAINER PROTECTS LIKE THE CAN

Can We Cut Costs By Reducing Non-Selling Chores For Salesmen?

A careful analysis of how salesmen spend the hours in their working days will often reveal opportunities for increasing the precious minutes the men are able to spend face to face with prospects. Here's how one firm trailed down the causes for wasted sales time.

BY JAMES H. COLLINS

YOU keep close track of what your salesmen produce in dollars. You set quotas, pay bonuses, offer prizes, give every possible aid. But have you ever figured out the time they spend in doing non-selling chores?

A survey might astonish you. It has been surprising to a group of sales executives in the Los Angeles area, who are studying non-selling time as a means of cutting sales costs.

As soon as merchandise is again normal, it will be necessary to reduce

selling costs as much as possible to meet price competition.

Non-selling activities tend to increase during prosperity, becoming a burden when times grow hard. The idea of relieving salesmen of non-productive chores came to one Los Angeles executive during the depression. The economies he was able to effect led his company to make studies of non-selling activities a permanent policy, and other sales managers are profiting by his experience.

Some of the non-selling chores as-

signed to salesmen have become such habits that everybody regards them as part of the sales job—such as:

Collections — what more natural than to ask the salesman to drop in and see if he can get that overdue payment? Deliveries—the salesman is going that way; what can be easier than to have him drive a little out of his route and deliver rush goods? Making out non-selling reports, attending meetings which have little to do with selling, gathering special information for executives, trying to settle complaints which should be handled by other departments.

These are just a few of the salesman's non-selling activities which are being appraised for their bearing on actual selling.

The first thing needed in making such a survey is a working definition of selling activities. There will be differences of opinion as to what constitutes selling and non-selling work. The salesman studying an account to plan a selling approach will be considered to be selling by one executive, and to be doing merely paper work by another. Driving and parking are included in sales work by some and considered non-selling work by others. Extreme case: A salesman could take so many orders early in the day, that he would have to stop and do the non-selling work of writing them up. Unless writing up orders was regarded as selling.

Definitions Clarify Work


The following definition of "solicitation time" has been found useful in classifying sales work:

Time spent in direct contact with customers, or prospective customers, for the purpose of selling merchandise, or company policies. This includes time spent in studying customers' operations, credit status, account record, or other planning. Thinking or consultation with others as an aid to the best approach. Also, time devoted to writing orders, arranging for special delivery, drawing up any document necessary to the deal, writing letters requesting information, or other necessary paper work.

Even with a good definition, it isn't always easy to say whether work is selling or non-selling. Example: Salesmen for one company do a good deal of paper work connected with retailers' leases, which would not seem to be selling. But such service has always been given to the retailer. He asks for it, and his business might be switched if it were not forthcoming. The salesmen alone know the details; therefore, until the company abolishes such service it classifies it as sales work.



"How can you be an account executive for stuff that tastes like this?"



Multiply your Store Demonstrations a Thousand-fold with *Minute Movies*

ADVERTISING MOTION PICTURES—available on regular schedule in more than 11,000 of the 18,000 motion picture theatres of the U. S.—give you the equivalent of actual demonstration of your products on a *mass basis*!

These *Minute Movies* combine color, motion and sound to create a dramatic, living presentation of your sales story. In one minute they pack an amazing amount of selling that reaches the *eyes* and *ears* simultaneously!

Minute Movies reach an *undistracted*

audience, in darkened theatres where *all* attention is focused on a huge screen. They can be purchased on a pattern that matches your distribution. They are sold at a reasonable standard rate per thousand attendance.

Leading national advertisers, who appreciate the value of *extensive* demonstrations, are now booking Minute Movies through this organization which has handled all phases of the operation for many years. For case histories, rates, and full information on Minute Movies, telephone or write *today*.



GENERAL SCREEN ADVERTISING, INC.

NATIONAL HEADQUARTERS FOR MINUTE MOVIES

2300 Wrigley Building, Chicago 11 ★ 500 Fifth Avenue, New York City 18

JULY 1, 1945

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The Swing is to WHB in Kansas City



Meet WHB's Ed Birr— of our "Client Service Department"

At WHB we've always called the sales department the "Client Service Department"—simply because that's the purpose of our salesmen: to serve our advertisers.

And when World War II "cleaned out" WHB's sales staff, we looked around for a trained and experienced man who knew advertising, merchandising and selling. In Chicago, the same War had wiped out Ed Birr's slate of national accounts.

WHB's Don Davis knew Ed Birr's background in transportation, in agency work, in direct advertising, point of sale display and dealer development. "Come with WHB and see how you like radio", he invited and Ed Birr took to radio as a duck takes to water.

Since 1942, Ed has developed two of the highest-rated co-operative shopping programs heard in the Kansas City area: "THE PLAZA PROGRAM" for the merchants of Kansas City's exclusive Country Club Plaza district and "MARY JANE ON PETTICOAT LANE", for down-

town department stores and specialty shops located on Eleventh Street, Main to McGee.

Ed also pioneered in the development of "Help Wanted" advertising, by radio, for Kansas City's war industries—and has helped to secure thousands of workers for vital war plants.

He has also helped both large and small merchants with soundly-planned radio campaigns of programs and spot announcements.

If you have a tough problem to lick—shortage of merchandise to be explained, good-will promotion, or the problem of stepping-up sales, Ed Birr can help you. His background of experience in merchandising, advertising and selling includes many major products.

You'll enjoy doing business with WHB—"the station with agency-point-of view." At WHB, every advertiser is a *client* who must get his money's worth in results.

If you want to sell the Kansas City market, WHB is your *happy* medium.

For WHB Availabilities, 'Phone DON DAVIS at any of these "SPOT SALES" offices:



KANSAS CITY Scarritt Building Harrison 1161
NEW YORK CITY . . . 400 Madison Avenue . . . Eldorado 5-5040
CHICAGO 360 North Michigan Franklin 8520
HOLLYWOOD . . . Hollywood Blvd. at Cosmo . . . Hollywood 8318
SAN FRANCISCO 5 Third Street EXbrook 3558

KEY STATION for the KANSAS STATE NETWORK

Kansas City • Wichita • Salina • Great Bend • Emporia
Missouri • Kansas • Kansas • Kansas • Kansas

Driving from one customer to another is a puzzler. Some firms include it *in*, and others *out*. The Los Angeles groups has decided to classify it as neither, but as lost time.

Here are 13 types of non-selling work disclosed by one company in a study of three branches with 28 salesmen:

	Hours per man per month— average
1. Records—Upkeep	2.0
2. Records—compilation	2.0
3. Records—miscellaneous5
4. Branch sales meetings	8.0
5. Paper work on collections5
6. Reading circulars and other mail	2.0
7. Answering mail	4.0
8. Miscellaneous office work	2.0
9. Calls made on complaints	1.0
10. Gathering competitive samples	1.0
11. Surveys — information for branch manager	10.0
12. Collection calls outside sales contacts	5.0
13. Calls to check equipment5

Total time, 38½ hours monthly per salesman, which adds up to nearly 20% of a 200-hour month—more than one 8-hour day each week.

Irrelevant Tasks Numerous

Study of salesmen's records showed that these men averaged around 10 sales daily, grossing from \$750 to \$1,500. Turn their 40% non-selling activities into actual selling contacts, and there should be enough added business to discourage the idea of using them as collectors, or in office routine, or even attending meetings—especially since "lost time," driving and parking, averaged 20 hours monthly. Items 1 to 8 are office chores, and 9 to 13 non-selling work done on the route.

Each one of these items is a separate problem. When explored, it may be found difficult to eliminate. Work has to be shifted to other people, such as office records to over-worked clerks. Some of these non-selling activities are sacred white cows, and steps taken to eliminate them run directly into the front office and top management.

Records and information-gathering took 15½ hours a month. When the records are examined, it may be found that they were set up for a temporary purpose, years ago, and that salesmen started compiling particular information and no one ever stopped them. Washington is not alone in demanding reports which no longer serve a real purpose. In fact, since Washington doesn't have time to examine all the reports it demands, so business



A Good Way to Keep *61,000 Salesmen Talking*

The paper shortage is curtailing advertising schedules in most leading publications, but there's no shortage of enthusiasm among the readers of *Boot and Shoe Recorder*. Your advertisement in this publication is *only the beginning* . . . tell and sell your story consistently to the 61,000 retail salespeople* who read *Boot and Shoe Recorder*, and they will give you plenty of word-of-mouth advertising right where you need it most — at the point of sale.

These retail salespeople are eager, enthusiastic . . . that's why they read the National

Voice of the Trade, because they want information and facts to help them do a better job. Why not furnish them with all the facts about your product? What are its advantages . . . are there special features of material and construction they can tell their customers about? Start them talking — keep them talking *your way* with a consistent advertising schedule in *Boot and Shoe Recorder*.

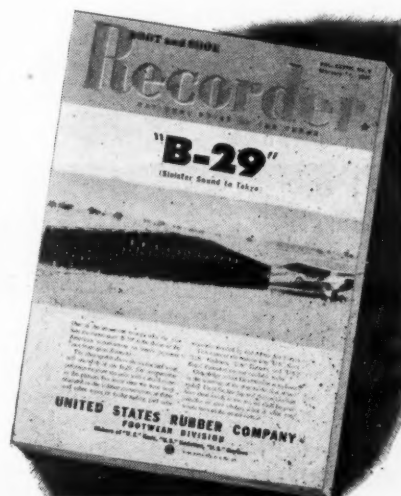
*Readership established in Advertising Age survey

Published Twice Monthly
BOOT and SHOE
Recorder

NATIONAL VOICE OF THE TRADE

A Chilton  Publication

100 East 42d Street, New York 17, N. Y.



I Could Talk All Night!

-about the many resources in the Fort Smith area



for example -

COAL—my golly, tons and tons of it! Making possible bigger and better payrolls for Dilly's in 8 of our 14 Counties.



NATURAL GAS—an unlimited supply of cheap, clean fuel for industry... yep, and we've got an abundance of water, too!



Our **PEACHES** and **APPLES** and **BERRIES** along with a big variety of **VEGETABLES** provide enough foodstuff to support over 100 canneries located in the Fort Smith area.



LIVESTOCK and **DAIRYING** are growing by leaps and bounds. Fort Smith Stockyards trading now almost equals Oklahoma City and Tulsa.

Then, too—there's poultry and eggs, lumber and countless other resources, all contributing to the wealth of us Dilly's and the nation.

But—

WHAT ABOUT YOU—

What Do You Have To Offer Us? *Bill Dilly*
P. S.: You Can Reach Us through



31,016 ABC

Morning, Evening and Sunday—the ONLY advertising medium that reaches the Fort Smith area with EFFECT—and that's a fact.

Represented Nationally by
BURKE, KUIPERS & MAHONEY, INC.

concerns will be found accumulating useless information. That is something to sell to top management for elimination or attention by other people.

Collections, deliveries and chores on the route, correspondence, complaints, etc., can be divided into cases which demand a salesman's personal attention and those which can be taken over by a collector, the delivery department, a complaint department.

Meetings are such time-wasters that in more than one company of the Los Angeles group they have been reorganized. The 8 hours average monthly was spent in branch office gatherings every other morning, salesmen first driving to the office for a review of their work by the branch manager and for advice.

Meetings Can Be Reorganized

There is also a Saturday morning "clean up" gathering, with no meetings through the week. The salesmen make notes of their problems, and ask their questions that day. The branch managers do not call them in except for emergencies.

Saturday morning the men drive to the branch office, and the meeting starts with a round table discussion promptly at eight o'clock. Questions are asked on all sides and information about accounts and prospects is pieced out. If more information must be obtained, the work is assigned to an individual who is responsible for obtaining it. Others check that item off and a clerk keeps a full record.

Such meetings take from two to three hours. All the time is devoted to getting the salesmen organized for the next week's productive work and finishing up the current week's business. After that each salesman tackles his office work and stays until it is cleaned up—sometimes into the afternoon. Monday the men can drive directly to their first customers.

It might seem radical, but this group has abolished the daily report—a sacred white cow that consumes much time and seldom gives milk in proportion. If an outsider were called in to analyze the document, he would find that no one knew who started it; that no one had ever seriously questioned its productive value; and that through the years various executives had added to its length.

The daily report often asks for statistical information about the sales territory, which could be obtained better by a statistician or librarian. It demands credit information which could be obtained from the credit department or a credit agency. It abounds in questions about details which, once

upon a time, had some momentary bearing on sales, but which are no longer important. Some one added the questions to the report blank and forgot to cancel them.

When the daily report is studied from the standpoint of reducing it to actual selling help, and eliminating everything which hinders sales, it can sometimes be dropped altogether. The time salesmen spend in making it out, often at night, can be better spent in organizing productive work for tomorrow. It was found that the daily report was often made out in duplicate, and that copies traveled around to as many as a half-dozen executives to keep them informed about what was going on in the field.

If a salesman fails to land an account, or loses one, or lets a competitor come in first to discover a new prospect, management wants to know all about it, and generally intervenes to help. Carried far enough, this grandmotherly supervision amounts to equipping the salesmen with crutches.

Such interferences are a burden on management. When non-selling activities are eliminated as far as possible, the sales manager and the executives above him gain time for creative work. "You discover that you have been carrying a lot of headaches which should be borne by other people," is the way one executive puts it.

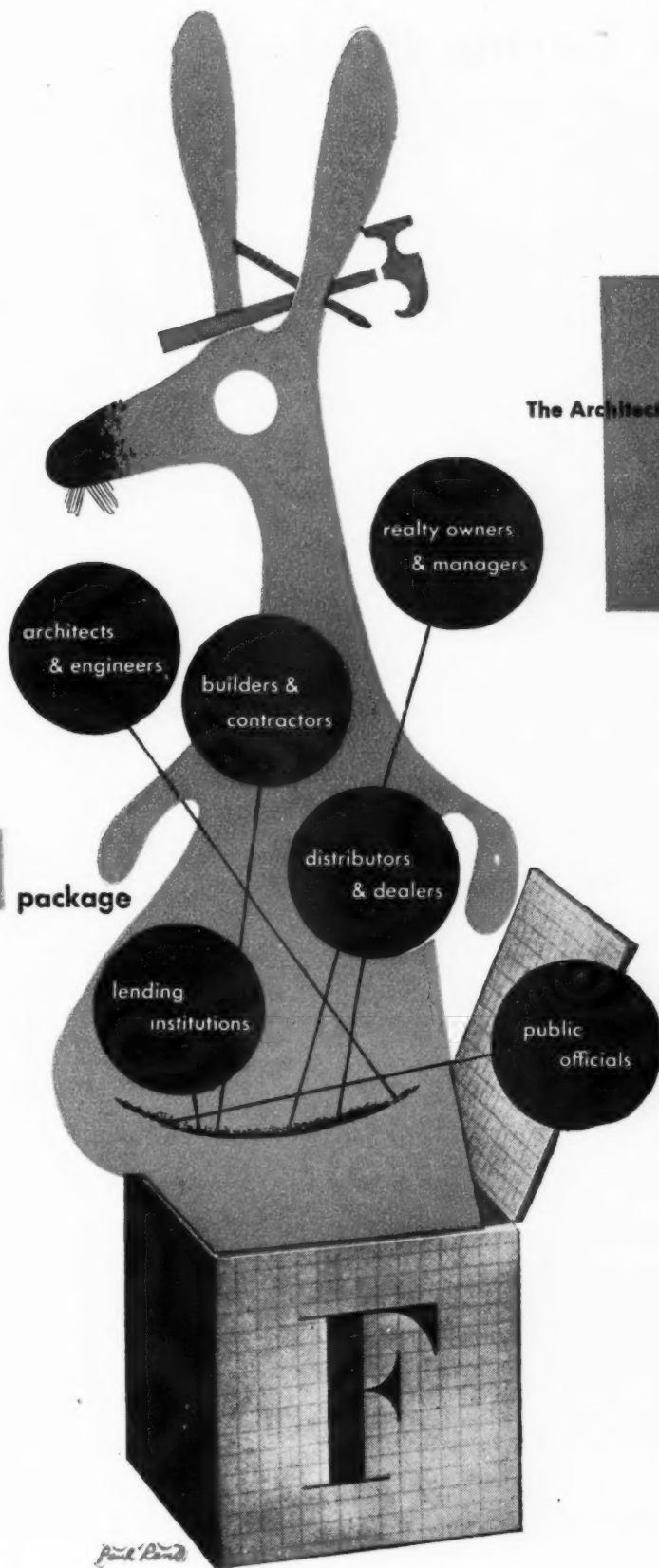
Salesmen in the Groove, Sell

A good approach to the elimination of non-productive sales work is to start building the salesman up as a producer and as an individual. Cut out frequent meetings, office routine and chores which stand between him and his customers. Encouraged to go as far as possible on his own power, calling for help when he needs it, he stands on his own feet when selling and developing his territory.

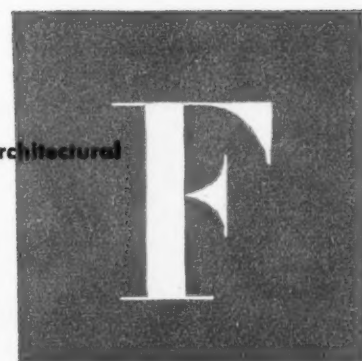
The help a salesman really needs is generally technical. Back him up with engineering and trouble-shooting service. Keep collections, deliveries, and complaints strictly within their respective departments. Give him selling help by his branch or sales manager when he asks for it.

"But on this basis," it has been objected, "our salesmen will be the only ones who know our accounts. They will control and might take the accounts elsewhere." In a dozen years' experience of the first company to start cutting out nonessential deadwood, this has not happened. Salesmen freed to concentrate on selling earn more for themselves as well as for the company, find their work more congenial, and usually stay where they are happy and prosperous.

The building market in 1 package



The Architectural



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Mark These Corrections in the Survey of Buying Power

CERTAIN typographical and computing errors crept into the tabular sections of the May 15, 1945, Survey of Buying Power despite the untiring vigilance of the staff. Please enter the following corrections in your copy:

Norfolk (Va.) city population, which has been carried in three consecutive Surveys as 182,200, based on Ration Book OPA official figures of 1943, is by the 1944 Census Bureau survey 231,949. This correction was received too late for the 1945 Survey.

On page 80, in the "Population and Ranking of the 200 Largest Cities," the date should be amended to read "Population January 1, 1944."

Wholesale Sales, throughout the book, should include the phrase "\$ in Thousands."

On page 36, in the tabulation of retail sales under "Sample Analysis of a City," the dates 1939 and 1944 should be transposed.

STATE AND CITY

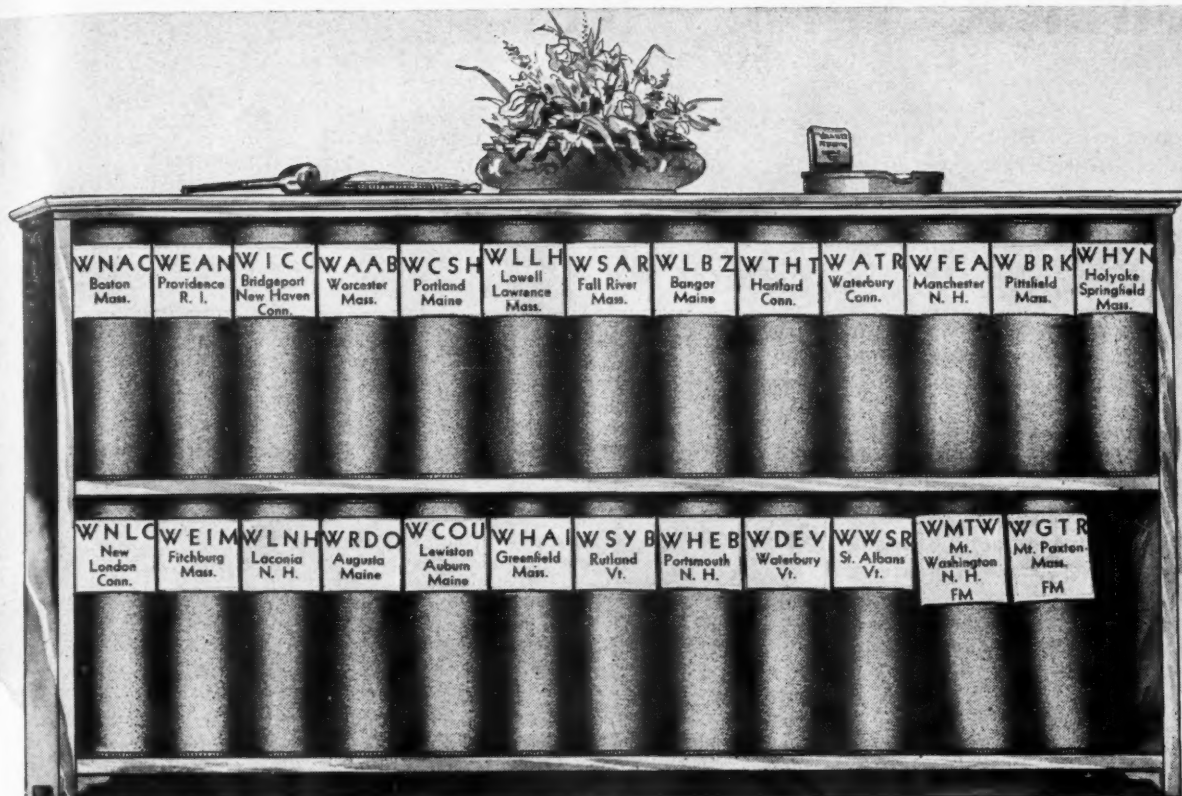
	RETAIL SALES— \$ in Thousands
FLORIDA Jacksonville	100,622
NEW YORK Rome	18,963
NEW YORK Rome	5,317
NEW YORK Rome	2,710
WISCONSIN Manitowoc	790
WISCONSIN Manitowoc	700
CALIFORNIA Oakland	266,150
CONNECTICUT Bridgeport	1,725

STATE AND COUNTY

	POPULATION— % of State
IOWA Dickinson	.44
	POPULATION— % of U. S. A.
KENTUCKY State total	1.999
	RETAIL SALES— \$ in thousands
ILLINOIS Mercer	5,321
	RETAIL SALES— % of U. S. A.
ALABAMA State total	1.224

	RETAIL SALES % of U. S. A.
MISSOURI State total	2.325
	EFFECTIVE BUYING IN- COME—\$ in Thousands
ILLINOIS State total	10,107,075
LOUISIANA West Baton Rouge West Carroll	3,300 5,258
MAINE State total	851,381
NEBRASKA Lincoln	24,951
NORTH CAROLINA State total	2,425,014
VIRGINIA State total	2,511,740
WASHINGTON State total	2,959,878
U. S. A. total	148,413,163
	EFFECTIVE BUYING IN- COME—% of State
WISCONSIN Milwaukee	36.18
	EFFECTIVE BUYING IN- COME—% of U. S. A.
MICHIGAN State total	4.878
NORTH CAROLINA State total	1.635
PENNSYLVANIA State total	7.153
	GROSS FARM DOLLARS —in Thousands
IDAHO State total	259,445
KANSAS State total	745,887
KENTUCKY State total	339,958
MICHIGAN State total	540,680
MISSISSIPPI State total	364,580
NEBRASKA Gosper State total	1,956 664,485
NEW YORK State total	661,235
NORTH CAROLINA State total	677,952
OKLAHOMA State total	504,574
TEXAS State total	1,259,055
WASHINGTON State total	473,541
U. S. A. total	21,262,693

	SALES-ADVERTISING CONTROLS % of U.S.A. Potential	Quality of Market Index
ALABAMA Coosa Fayette Jackson Lauderdale Lee Marshall Montgomery Perry	.003 .007 .012 .026 .015 .017 .082 .007	33 54 43 72 58 57 91 44
CALIFORNIA Glenn Imperial State total	.011 .047 8.205	122 138 —
ILLINOIS Clark Crawford Franklin Jersey Jo Daviess La Salle Madison Sangamon	.008 .011 .025 .006 .010 .071 .102 .095	67 73 69 60 67 95 80 107
INDIANA State total	2.654	—
KENTUCKY Caldwell Calloway Edmondson Fleming Whitley State total	.005 .007 .002 .004 .012 1.370	56 58 29 44 55 69
MAINE Androscoggin York	.058 .056	100 81
MASSACHUSETTS Barnstable Berkshire Hampden Nantucket Norfolk Plymouth Suffolk	.035 .093 .318 .003 .234 — .894	121 102 — 150 — 102 —
MICHIGAN Clare Livingston Montcalm St. Clair State total	.006 .014 .017 .063 4.740	100 88 85 105 —
MISSOURI Bates Chariton Henry Holt Jackson Pettis Platte Scott	.007 .006 .010 .004 .503 .018 .005 .013	58 55 71 57 — 78 50 59
NORTH CAROLINA Edgecombe Haywood Rutherford Stanly Union Warren State total	.026 .015 .016 — .016 .008 1.821	76 63 53 70 55 50 —
PENNSYLVANIA Bucks Delaware Lackawanna Snyder York State total	— .257 .153 .008 .139 7.244	79 97 85 53 104 —



New England's *Best Sellers*

THEY are New England's hometown stations — local enterprises which support and are supported by local business — have won acceptance in the areas they serve.

There is nothing like a hometown station with good network programs and a ready-made audience to provide a friendly approach and a means of making regular calls in New England homes.

A Yankee station gives you the direct penetration and saturation of the market — city and suburban trading zone coverage that takes in every neighborhood shopping area.

Yankee's 23 hometown stations, plus two FM stations, link together the innumerable communities, city and suburban, that add up to a total of 2,055,010 radio homes.

It's real "home delivered" circulation.

Acceptance is THE YANKEE NETWORK'S *Foundation*

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

Represented Nationally by EDWARD PETRY & CO., INC.

JULY 1, 1945

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Media & Agency News

Agencies

Two new agencies have formed within the fortnight and one long-established office is changing its name and undergoing a reorganization. John Orr Young, co-founder of Young and Rubicam, Inc., has announced the establishment of the firm of Young & Meyers, a public relations agency, which will represent industrial, commercial, municipal and institutional clients. Offices will be at 4 East 53 St., New York City. The Meyers of the organization is Harold C.—who headed his own firm, Institutional Relations, and prior to that was associated with the National Association of Manufacturers. . . . Formation of Benedict and Moore, Inc., as an advertising service organization with headquarters at 41 Union Square, New York City, is announced, with H. Kimball Benedict as president. . . . The H. W. Kiesewetter Advertising Agency is changing its name to Kiesewetter,

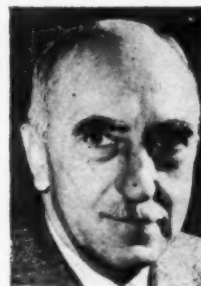
V. T. NORTON, elected vice-president, Kenyon & Eckhardt, Inc.



HAROLD C. MEYERS, of the new agency, Young & Meyers.



J. O. YOUNG, has organized his own advertising agency.



H. W. KIESEWETTER, who has taken two partners into his advertising agency.



S. S. BAKER, second partner in the re-organized agency.

C. D. WING, new account executive for Maxon, Inc.



STEP INTO THE FUTURE

A profitable ready made, expanding market. Reach key men. They are planning today for the future.



COMPLETE COVERAGE OF A BIG, NEW INDUSTRY



EDITED AND PUBLISHED BY
REX W. WADMAN
2 WEST 45TH ST.
NEW YORK 19, N. Y.



R. WETTERAU, partner in H. W. Kiesewetter's agency.

Wetterau and Baker. The latter two men have been with the old agency a decade apiece.

* * *

Kenyon & Eckhardt, Inc., announces the election of V. T. Norton as vice-

president and director of its Chicago office. Mr. Norton was until recently vice-president in charge of the Sales Division of the Cudahy Packing Co. . . . Harold B. Rorke has been appointed radio director of the Chicago office of J. Walter Thompson Co. . . . Bingham K. Mattox, recently executive assistant and confidential secretary to the Honorable Charles Harwood, Governor of the Virgin Islands, has joined the administrative staff of Fuller & Smith & Ross, Inc. . . . C. D. Wing is a new appointment to the account executive staff of Maxon, Inc.

Accounts

The Andrew Jergens Co., for a group of new products not already in the hands of Lennen and Mitchell, Inc., to Stockton, West, Burkhardt, Inc., Cincinnati. . . . Thortel Fireproof

EXECUTIVES

\$5,000-\$15,000 Caliber

Through our nationwide Service we negotiate for the better positions with companies possessing postwar futures. Your personal requirements met by individual procedures—will not conflict with WMC directives. Strict confidence assured. Details on request. Jepson Executive Personnel & Research Service 651 Land Bank Bldg., Kansas City 6, Mo.



SALES MANAGEMENT JULY

CATALOG ILLUSTRATIONS

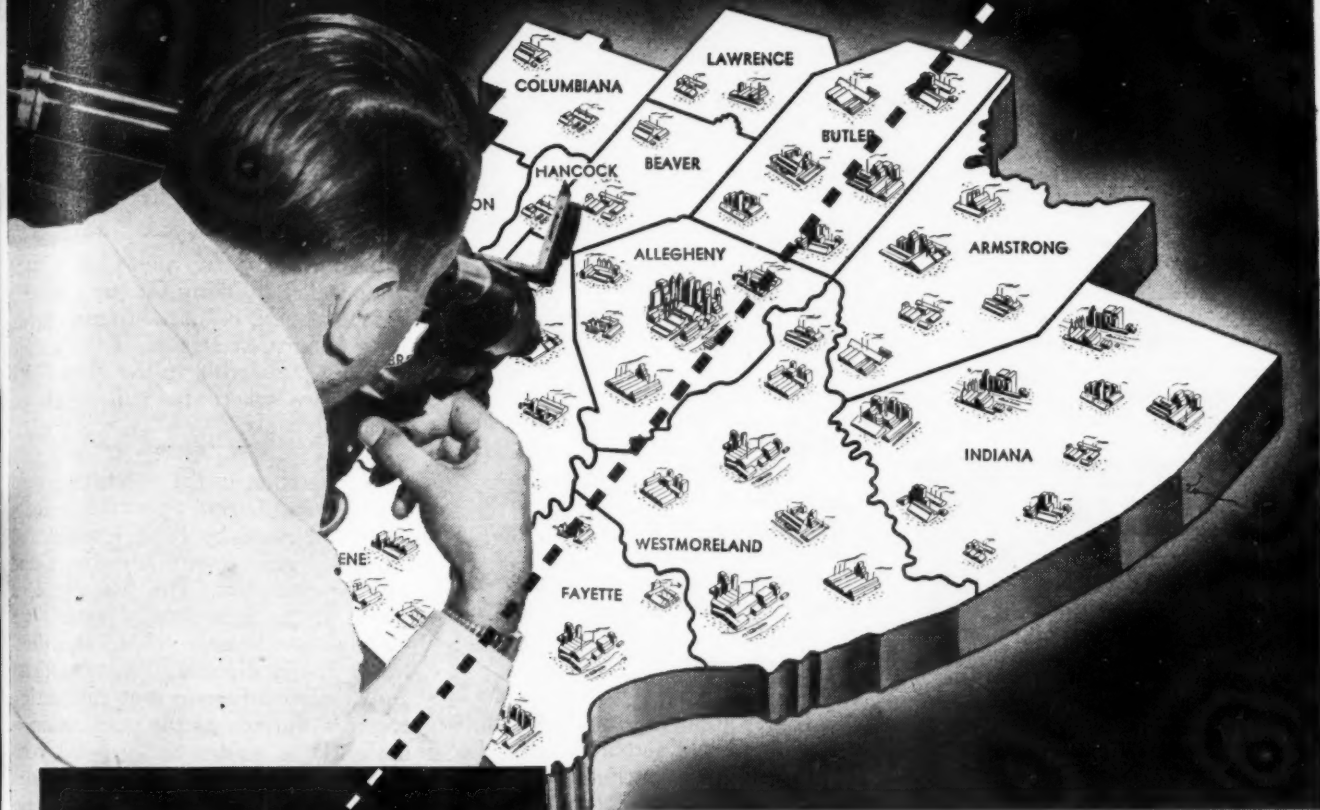
kodachrome and color toned illustrations
selection of models
black and white photography
styling and retouching
wash and line fashion drawings



write to studio 'F'

STONE WRIGHT STUDIOS INC., 225 FOURTH AVENUE, N. Y. 3, N. Y.

12,000 FOOD STORES REPORT



VISION NORMAL

in Lucky  *Pittsburgh*

THE 12,000 Food Stores that serve Lucky Pittsburgh's three million look forward confidently to a future of good, healthy, normal growth.

Because V-E day brought little or no cut-back in employment here. And neither will V-J day.

You see, Lucky Pittsburgh's Industries are basic . . . Coal, Iron, Steel, Glass, etc. That's why they'll need little or no reconversion. And that's why our 3,000,000 people will go right on earning and spending with no pause in paychecks and no break in buying while the rest of the nation changes over.

Incidentally, did you know that three out of five of those Food Stores are outside A.B.C. Pittsburgh? That's why Lucky Pittsburgh's Post-Gazette is such an excellent medium to sell food products through ALL of the 12,000 Food Stores to ALL of the three million people in Lucky Pittsburgh.

PITTSBURGH POST-GAZETTE

One of America's Great Newspapers

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

THE NEWSPAPERS ARE THE GREATEST
ADVERTISING MEDIUM IN AMERICA

Because

no other medium is so intensely local in character . . . covers such a wide range of the people's local interests.

JULY 1, 1945

[163]

SIGNED • SEALED • AND DELIVERED



Send those orders, mail those letters, in Tension Envelopes. They seal quickly and stay sealed, assuring safe delivery whether they travel by land, sea or air. TENSION KNOWS HOW!

TENSION ENVELOPES

TENSION ENVELOPE CORP.
New York 14, N.Y. St. Louis 3, Mo.*
Minneapolis 15, Minn.*
Des Moines 14, Ia.* Kansas City 8, Mo.*
*Originally Berkowitz Envelope Co.

EVEN AN ADVERTISING MAN WANTS A HOME OF HIS OWN



Regardless of whether YOUR "dream home" is a cozy cottage or a magnificent mansion, you will want a copy of "How To Plan The Home You Want," in your home idea file. Its 32 pages are packed full of valuable ideas in home design and new equipment that you will want to know about.

Written by our own staff of accepted authorities on all modern phases of home building—men and women whose lives have been devoted to the building business, its eight easy-to-read chapters cover everything from financing to solar heating.

Send for your copy today.

PRACTICAL BUILDER
59 E. Van Buren Street, Chicago 5
at 25c I can't lose—Send me "How To Plan The Home You Want." (E)

Name _____
Address _____
City _____ State _____

Fabrics to Fuller & Smith & Ross, Inc. . . . Bendix Aviation Corp., to Grant Advertising, Inc., to handle Bendix's new radio program. . . The Hercules Powder Co., for an advertising campaign in Virginia and other southern states, to Houck & Co., Roanoke, Virginia. . . Delta Manufacturing Co., to Export Advertising Agency, Inc.

Radio

George Moskovics has been named commercial manager of Television Operations, newly created department at the Columbia Broadcasting System, in anticipation of experimental commercial activities. Mr. Moscovics has been with the network for the past nine years; was for many years sales manager of the Columbia Pacific Network, and more recently has been assistant sales manager for CBS Radio Sales in New York City. Replacing him in that capacity is Herbert A. Carlborg. . . . Joseph R. Stauffer has joined the Radio Department of N. W. Ayer & Son, Inc., to be in charge of program production.

KMBC, Kansas City, with the guidance of prominent authorities on radio and education, is instituting its first KMBC Radio Institute for Teachers. Sponsored in cooperation with Kansas City public schools and the University of Kansas, the institute is dedicated to giving educators a broader understanding of radio's place in America. The courses will teach students effective use of radio for class work.

Magazines

The Crowell-Collier Publishing Co., announces the appointment of E. J. E. Patterson as New England advertising sales manager. Mr. Patterson will have his headquarters in Boston. . . . B. Ray Keefer, for six years advertising manager of *Outdoor Life*, has been elected a vice-president of Popular Science Publishing Co., publishers of the magazine. . . . Andrew Mawhinney, former promotion manager of *The New*



R. RAY KEEFER, new vice-president of Popular Science Publishing Co.

Yorker and more recently promotion director of *Parade*, is now associated with Dell Publishing Co., in a similar capacity. . . . J. P. "Jack" Cunningham, representative of *Newsweek* in Detroit, is being transferred to the New York City office where he will work on major accounts.

A newcomer in the publishing field is *Executives Digest*, a pocket-size magazine published by *Farm Journal* and circulated only among advertisers and agency executives. The first issue, a digest of the June *Farm Journal*, is a 44-page, handsomely printed and illustrated book, digesting major articles and a score of lesser but interesting features. Purpose of the publication is obviously to bridge the gap between the city executive, who directs sales and advertising activities, and the farm market, which he knows all too often merely by driving through it.

Business Papers

Housing Progress, a new magazine, termed in its charter "a clearing house for ideas," has made its bow, under the aegis of Housing Publications, Inc. Issued quarterly, the publication will slant its editorial content toward the expanding field of large scale housing, and will go to a controlled subscription list of 3,500 key executives in the housing industry. Its editor and publisher is Sam T. Greene. Offices are at 95 Madison Ave., New York City.

Karl H. Gorham, advertising manager for *Electricity on the Farm* has been named business manager for that

"GOSHI! I'D GIVE MY RIGHT EYE FOR THIS JOB!"

If you've got the fervor to say that—you're our man!

Assistant Sales Manager to (1) train salesmen in the field (2) show how to sell the tough ones (3) win confidence and respect for the house. Can do?

Stationery or variety merchandise experience preferred. Age 30 to 40. Salary basis. Permanent. Write fully in confidence. Box 2133, Sales Management, 386 Fourth Ave., New York 16, N. Y.

MANUFACTURERS of material and equipment sold to the **BAKING INDUSTRY** may uncover new sales and advertising opportunities from the information which is contained in *Bakers Weekly's* "Aditorial" on page 72 in this issue of *Sales Management*.

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Prairie
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Purchas
Railway
Redbook
Revista
Reynold
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Chron
St. Jose
St. Pet
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publication. . . T. Norman Tveter, market and media director of Erwin Wasey & Co., has been elected vice-president of E. D. Publications, Inc., publishers of *The Engineers' Digest*.

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Please Share

Your Copy of Sales Management
With Others

BSN* IS

FIRST

AMONG LUMBER AND MATERIAL DEALERS

IN CIRCULATION ADVERTISING VOLUME EDITORIAL INFLUENCE AND LEADERSHIP

ACKNOWLEDGED AS LEADER IN THE DEALER FIELD
BY MANUFACTURERS OF BUILDING MATERIAL.

As up-to-date and progressive as any department store is Long-Bell Lumber Co., Longview, Wash., "department store for the home." Here is the spot where prospective home owners and remodelers will come to do their postwar purchasing.



45,832 EXTRA READERS
12,391* dealers read and then route their copies of BUILDING SUPPLY NEWS to key employees—45,832 extra readers per issue!
(See the BSN "37" Readership Survey)
*ABC STATEMENTS November 1944

BUILDING SUPPLY NEWS
Edited Exclusively for Dealers, Not Their Customers
59 E. Van Buren St. Chicago 5, Ill.

FREDERICK LEWIS ALLEN • W. H. AUDEN • C. HARTLEY GRATTAN
 PETER F. DRUCKER • BERNARD DEVOTO • JOHN DOS PASSOS
 DOROTHY • NON BARTLETT • CARLETON BEALS
 GRIFFITH • EETLE • BERNARD IDINGS BELL
 ELIAH • YD • HENRY PRATT FAIRCHILD
 BLAIR • WILLIAM HENRY CHAMBERLIN
 MALL • BROOKS • MERRILL DENISON
 MARY B • WALTER BYERS • JOHN FISCHER
 DALE CLARK
 WILLIAM MIFFEL
 ELLIOTT ARNOLD
 E. C. DRAKE • L
 MEDFORD EVANS
 ALLAN G. B. FISH
 HARVEY H. ARNA
 ALDOUS HUXLEY
 DAVID GORDON
 EMILY GENAUER
 F. P. HELLIN • AUSTIN
 ROBERT G. HAWLEY
 HAWLEY JONES • D
 ERNEST K. LINDLEY
 ARTHUR L. MAY
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 THOMAS SANCTON
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 C. LESTER WALKER • GEORGE
 JOHN A. KOUWENHOVEN • FRANK
 CHRISTOPHER LAFARGE • GEORGE R. LEIGHTON • WESLEY McCUNE
 THOMAS HORNSBY FERRIL • JOHN BARTLOW MARTIN
 NATHANIEL PEPPER • RICHARD H. ROVERE • WILLIAM L. SHIRER



CITATION FOR DISTINGUISHED SERVICE IN JOURNALISM

Presented to
Harper's Magazine
by the
University of Missouri
School of Journalism
May 1945

In recognition of

Its career of ninety-five years as a leader in American Literature and American thought;

Its unparalleled influence for many decades upon the reading of great masses of people; and

A vitality and sincerity which has enabled it to change with a changing world and keep in the forefront of modern life and ideas.

Promotion

Last Word on Brands

If you're looking for an authoritative, down-to-earth survey on Brand Names, the whys and wherefors, the actual story of what's going to happen post-war to brand names in the Nation's department stores, you'll want to see a copy of Fairchild Publications, Inc.'s, First Annual Report on Brands—including, between its covers, a post-war projection on women's fashion industries. Fairchild, which publishes several papers devoted to ready-to-wear, discovered, in looking around for information on the subject of brand names, that there was a dearth of un-biased statistical information available. So they went out and made a survey of their own. There's enough meat in their report to keep you chewing for some time. Out of their searchings such sample facts as these emerged: 94% of retailers now carry *some* brands; 53% plan to carry more; gloves, from the branding standpoint, are the oldest article of women's clothing (1864); 92% of women want *better* quality clothes after the war. Further—each article of women's clothing has been judged, in the survey, according to per cent of sales in branded merchandise, and whether the article will sell more or less (based on store statistics) when the war is over. Write to Fairchild Publications, Inc., 8 East 13th St., New York 3, N. Y.

Shoes—and How They Sold

The *New York Mirror* has two surveys on shoes—one on women's and the other on men's—showing where the shoes were sold (by stores—with names listed) for the New York City and Brooklyn markets, over a period of six months. The listings are arranged in an easy-to-follow style under four headings: (1) Shoe Stores, (2) Men's Stores or Women's, (3) Department Stores, and (4) Basement Departments.

The Billion Dollar Market

A group of Ohio newspapers belonging to the "billion-dollar Ohio market" have gotten up a booklet which puts the state under a microscope, town by town, and provides a sales history for national advertisers on such items as food, apparel, drug sales, general merchandise. Many of the figures used are from SALES MANAGEMENT's own Survey of Buying Power. Others are from *Editor and Publisher's* Market Guide. Write the John W. Cullen Co., 559 Hippodrome Annex, Cleveland 15, Ohio.



Tell the people who tell the world

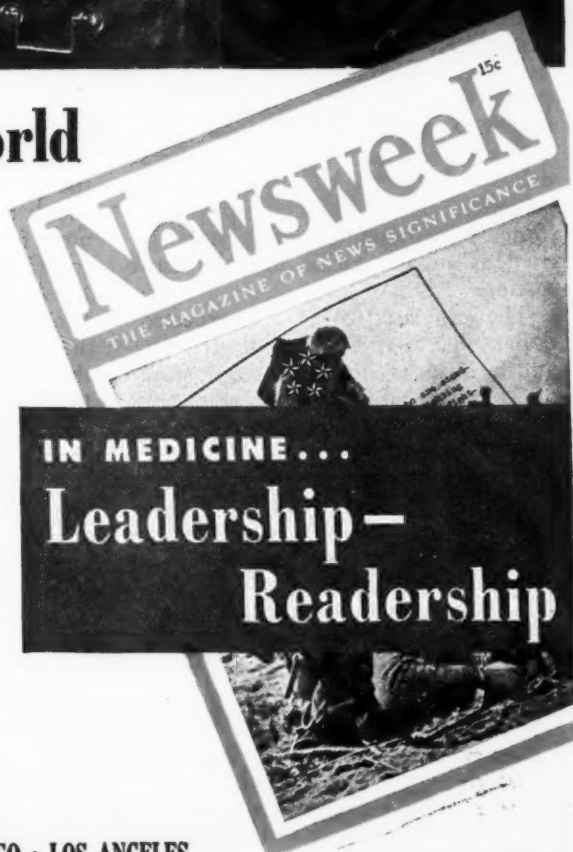
DR. E. C. PORTER. That's the inscription on his doorplate. But he doesn't run his practice just on what he knows about medicine.

Although among the first to use sulpha drugs and penicillin, he often finds the new Pulitzer Prize novel or a discourse on economics a more effective form of therapy. He's typical of the well-rounded thinker who reads *Newsweek* regularly for its interpretive reporting of all the world's news.

If you have a new idea to promote — about a product or a service — tell it first to Dr. Porter and others in this important top-of-the-market. They are not only more willing and able to accept new things themselves; they represent the influence that creates country-wide buying trends.

NEW YORK • BOSTON • CLEVELAND • PHILADELPHIA • DETROIT • CHICAGO • LOS ANGELES

JULY 1, 1945



[167]

Sales Management High-Spot Cities

Retail Sales and Services for July, 1945

July should be the best month for retail sales and services in the history of the country, with a total volume of \$6,580,000,000, or a gain of 70% over the comparable 1939 month.

The 200 larger cities of the country—listed in this SALES MANAGEMENT special feature—are scheduled for 50.8% of the Nation's retail and service volume in July. San Diego continued to lead the list with a "City Index" figure of 367.6, which means a gain of 267.6% over 1939. The others among the 15 leaders in "City Index" are in order: Wichita, Kan. 356.4; Honolulu, Hawaii 291.8; Oakland, Calif. 278.7; Portsmouth, Va. 276.5; Knoxville, Tenn. 275.0; Chester, Pa. 268.4; Evansville, Ind. 259.4; Mobile, Ala. 258.1; San Jose, Calif. 256.3; Savannah, Ga. 248.5; Tacoma, Wash. 252.8; Lansing, Mich. 244.0; Seattle, Wash. 240.1.



SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business

service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates

that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES (SM Forecast for July, 1945)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	170.0	100.0	\$6580.00
Alabama			
★ Mobile	258.1	151.8	8.43
★ Birmingham	173.6	102.1	19.35
Montgomery	136.7	80.4	4.38

Suggested Uses for This Index

- Special advertising and promotion drives in spot cities.
- A guide for your branch and district managers.
- Revising sales quotas.
- Basis of letters for stimulating salesmen and forestalling their alibis.
- Checking actual performance against potentials.
- Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

RETAIL SALES AND SERVICES
(SM Forecast for July, 1945)

	City Index	City Index	Nat'l Index	\$ Millions
Arizona				
★ Tucson	214.3	126.1		9.38
★ Phoenix	206.8	121.6		4.90
Arkansas				
Fort Smith	159.7	93.9		3.20
Little Rock ...	158.2	93.3		9.10
California				
★ San Diego	367.6	216.2		24.15
★ Oakland	278.7	163.9		38.00
★ San Jose	256.3	150.8		8.35
★ Berkeley	216.7	127.5		6.05
★ Long Beach ..	214.3	126.1		19.60
★ Fresno	193.5	113.8		8.23
★ Los Angeles ...	188.5	110.9		127.50
★ Stockton	176.5	103.8		2.44
★ San Bernardino	174.8	102.8		4.10
★ San Francisco ..	169.5	99.7		46.50
★ Pasadena	168.5	99.1		7.85
★ Santa Ana	150.2	88.4		3.75
★ Sacramento	136.3	80.2		9.05
★ Santa Barbara ..	131.6	77.4		5.30
Colorado				
★ Denver	150.4	88.5		26.25
★ Colorado Springs	138.0	81.2		3.30
★ Pueblo	116.2	68.4		3.05
Connecticut				
★ Hartford	174.3	102.5		18.20
★ Bridgeport ...	166.7	98.1		13.41
★ Waterbury	164.5	96.8		7.48
★ Stamford	146.9	86.4		5.10
★ New Haven ..	145.2	85.4		14.00
Delaware				
★ Wilmington ..	157.2	92.5		13.10
District of Columbia				
★ Washington ..	155.4	91.4		73.35
Florida				
★ Tampa	229.3	134.9		7.00
★ Miami	212.1	124.8		22.75
★ Jacksonville ..	188.7	111.0		9.15
Georgia				
★ Savannah	248.5	146.2		6.65
★ Macon	218.1	128.3		4.60
★ Columbus	193.6	113.9		3.67
★ Atlanta	191.3	112.5		30.75
★ Albany	163.7	96.3		5.90
★ Augusta	155.0	91.2		4.25
Hawaii				
★ Honolulu	291.8	171.6		34.90
Idaho				
★ Boise	176.5	103.8		3.85
Illinois				
★ Rockford	205.5	120.9		7.00
★ Chicago	181.7	106.9		186.50
★ Peoria	178.8	105.2		10.10
★ East St. Louis ..	169.6	99.8		4.25
★ Springfield	143.2	84.2		4.70
★ Moline-Rock Is-	136.4	80.2		5.50
land-E. Moline.				
Indiana				
★ Evansville	259.4	152.6		9.55
★ Fort Wayne ..	190.0	111.8		9.40
★ Indianapolis ...	167.3	98.4		28.85
★ South Bend ..	155.6	91.5		7.75
★ Terre Haute ..	150.7	88.6		5.30
★ Gary	148.9	87.6		6.15
Iowa				
★ Sioux City	177.5	104.4		5.45
★ Des Moines ..	160.2	94.2		12.00
★ Davenport	158.1	93.0		4.93
★ Cedar Rapids ..	157.0	92.4		5.30

RETAIL SALES AND SERVICES
(SM Forecast for July, 1945)


	City Index	City Index	Nat'l Index	\$ Millions
Kansas				
★ Wichita	356.4	209.6		14.10
★ Topeka	248.1	145.9		5.62
★ Kansas City ..	191.3	112.5		8.90
Kentucky				
★ Louisville	187.4	110.2		23.60
★ Lexington	148.3	87.2		4.70
Louisiana				
★ New Orleans ..	158.5	93.2		24.30
★ Shreveport ...	151.7	89.2		6.91
Maine				
★ Portland	159.3	93.7		7.05
★ Bangor	150.7	88.6		3.13
Maryland				
★ Baltimore	179.5	105.6		67.50
★ Cumberland ..	143.2	84.2		5.00
Massachusetts				
★ Holyoke	155.0	91.2		3.15
★ Springfield ...	154.0	90.6		12.65
★ Lowell	153.9	90.5		5.60
★ New Bedford ..	153.1	90.1		5.81
★ Worcester	149.2	87.8		12.20
★ Fall River	143.8	84.6		5.63
★ Boston	132.3	77.8		58.00
Michigan				
★ Lansing	244.0	143.5		10.30
★ Jackson	237.3	139.6		5.70
★ Detroit	230.4	135.5		132.50
★ Battle Creek ..	177.3	104.3		4.58
★ Kalamazoo ...	171.5	100.9		6.85

RETAIL SALES AND SERVICES
(SM Forecast for July, 1945)

	City Index	City Index	Nat'l Index	\$ Millions
Michigan (Cont.)				
★ Bay City	169.2	99.5		4.50
★ Flint	158.3	93.1		12.90
★ Grand Rapids ..	155.8	91.6		13.50
★ Muskegon	154.4	90.8		4.33
★ Saginaw	147.7	86.9		6.25
Minnesota				
★ Minneapolis ..	156.2	91.9		45.00
★ St. Paul	153.0	90.0		22.00
★ Duluth	151.3	89.0		6.35
Mississippi				
★ Jackson	172.2	101.3		5.70
Missouri				
★ Springfield ...	184.3	108.4		4.00
★ Kansas City ...	176.5	103.8		32.45
★ St. Joseph	164.7	96.9		3.65
★ St. Louis	149.0	87.6		50.80
Montana				
★ Billings	156.9	92.3		3.45
Nebraska				
★ Omaha	180.9	106.4		14.65
★ Lincoln	136.8	80.5		5.05
Nevada				
★ Reno	175.0	102.9		3.80
New Hampshire				
★ Manchester ...	130.0	76.5		4.80

(Continued on page 170)

A Grand PACKAGE



MUSKOGEE

3rd { *IN SIZE*
IN SALES

A 5 Star MARKET

- ★ Five Railroads
- ★ U. S. Army Camp Gruber
- ★ Government Institutions
- ★ Farm and Stock
- ★ Industry

MUSKOGEE—Third in size in Oklahoma, is "High Spot City" according to a recent issue of Sales Management.

Sales Tax Reports for the State also place Muskogee THIRD — meaning that merchandise finds a ready CASH market here.

MUSKOGEE is a "MUST" in Oklahoma.

Muskogee Daily Phoenix

MUSKOGEE TIMES-DEMOCRAT

MORNING - EVENING - SUNDAY

Represented by THE BRANHAM COMPANY

WOONSOCKET

55,921

The population of Woonsocket's ABC city zone is 55,921. In that area, 14,364 Woonsocket Calls were sold in May to 14,713 occupied dwelling units—that's coverage of

97.6%

ABC trading area population of this plus city in busy industrial New England is 101,066.

THE WOONSOCKET CALL

AND EVENING REPORTER

Woonsocket, R. I.

Member

Audit Bureau of Circulations

Representatives:

Gilman, Nicoll & Ruthman

No current rationing
of national advertising.



IN OMAHA

590 KC

5000 WATTS

Established 1923

NBC

Owned and Operated by
RADIO STATION WOW, INC.
JOHN J. GILLIN, JR., PRESIDENT
JOHN BLAIR & CO., REPRESENTATIVES

Sales Management High-Spot Cities

(Continued from page 169)

RETAIL SALES AND SERVICES
(SM Forecast for July, 1945)

	City Index	Nat'l Index	\$ Millions
New Jersey			
★ Paterson	186.8	109.9	14.90
Passaic	166.5	97.9	6.50
Newark	160.7	94.5	39.00
Camden	150.1	88.3	8.35
Trenton	128.6	75.6	9.12
Jersey City- Hoboken	115.3	67.8	18.60
New Mexico			
★ Albuquerque ..	170.2	100.1	3.32
New York			
★ Elmira	195.0	114.7	3.75
★ Hempstead Twsp.	183.7	108.1	21.00
★ Schenectady ..	179.2	105.4	6.83
★ New York	172.5	101.5	407.50
Niagara Falls ..	168.3	99.0	5.05
Binghamton ..	158.5	93.2	6.50
Jamestown ..	157.0	99.2	2.40
Rochester ..	152.8	89.9	21.10
Buffalo	147.9	87.0	30.45
Troy	140.8	82.8	3.70
Syracuse	130.3	76.6	12.90
Utica	126.5	74.4	5.75
Albany	118.3	69.6	8.05
North Carolina			
★ Durham	192.4	113.2	4.70
★ Charlotte	175.3	103.1	9.00
★ Asheville	174.0	102.4	6.00
Greensboro ..	152.2	89.5	4.65
Raleigh	134.9	79.4	2.30
Winston-Salem ..	131.7	77.5	4.03
North Dakota			
★ Grand Forks ..	192.0	112.9	2.10
Fargo	151.6	89.2	3.31
Ohio			
★ Akron	232.9	137.0	19.50
★ Cleveland	197.6	116.2	72.00
★ Canton	191.3	112.5	8.10
★ Dayton	184.7	108.6	19.65
★ Toledo	172.8	101.6	19.75
Cincinnati ..	159.2	93.2	40.25
Springfield ..	156.0	91.8	4.55
Youngstown ..	152.6	89.8	13.00
Columbus	150.1	88.8	23.75
Zanesville	129.7	76.3	3.36
Steubenville ..	122.9	72.3	2.45
Oklahoma			
★ Muskogee	175.5	103.2	2.41
★ Tulsa	173.6	102.1	13.50
Oklahoma City ..	161.7	95.1	18.85
Oregon			
★ Portland	221.7	130.4	41.00
Salem	163.0	95.9	3.00
Pennsylvania			
★ Chester	268.4	157.9	5.10
★ York	184.6	108.6	5.40
★ Erie	184.0	108.2	7.55
Pittsburgh	168.9	99.4	49.25
Lancaster	163.3	96.1	5.80
Philadelphia ..	152.5	89.7	125.00

RETAIL SALES AND SERVICES
(SM Forecast for July, 1945)

	City Index	Nat'l Index	\$ Millions
Pennsylvania (Cont.)			
Allentown	145.2	85.4	6.75
Harrisburg	142.1	83.6	7.00
Wilkes-Barre ..	143.8	84.6	6.10
Williamsport ..	141.5	83.2	2.90
Johnstown	138.7	81.6	5.35
Altoona	133.5	78.5	5.30
Scranton	132.2	77.8	7.25
Reading	123.5	72.6	7.30
Rhode Island			
Providence	167.5	98.5	24.25
Woonsocket ..	144.0	84.7	2.81
South Carolina			
★ Spartanburg ...	185.5	109.1	3.85
★ Charleston	185.2	108.9	5.05
Greenville	169.7	99.8	5.02
Columbia	154.5	90.9	4.90
South Dakota			
Sioux Falls ...	169.0	99.4	3.95
Tennessee			
★ Knoxville	275.0	161.8	10.00
★ Nashville	173.5	102.1	10.50
Chattanooga ..	160.3	94.3	8.40
Memphis	151.4	89.1	21.20
Texas			
★ Fort Worth ...	217.5	128.5	14.85
★ Houston	200.2	117.8	32.00
★ Beaumont	193.5	113.8	4.35
★ Dallas	187.3	110.2	27.50
★ Corpus Christi ..	184.0	108.2	6.50
★ Austin	180.9	106.4	4.33
★ San Antonio ..	179.6	105.6	15.25
★ Amarillo	175.7	103.4	3.60
El Paso	166.1	97.7	4.90
Waco	165.4	97.3	3.60
Wichita Falls ...	160.3	94.3	2.90
Galveston	141.8	83.4	4.72
Utah			
★ Ogden	206.0	121.2	5.00
Salt Lake City ..	153.0	90.0	15.15
Vermont			
Burlington	130.0	76.5	2.60
Virginia			
★ Portsmouth ...	276.5	162.6	2.85
★ Newport News ..	211.5	124.4	4.60
★ Norfolk	202.0	118.8	11.50
★ Richmond	180.0	105.9	19.00
Roanoke	125.0	73.5	5.35
Lynchburg	124.1	73.0	3.85
Washington			
★ Tacoma	252.8	148.7	12.00
★ Seattle	240.1	141.2	44.95
Spokane	165.6	97.4	12.20
West Virginia			
★ Huntington ...	175.0	102.9	5.80
Charleston	148.4	87.3	7.45
Wheeling	123.9	72.9	4.57
Wisconsin			
★ Superior	211.0	124.1	2.40
★ Milwaukee	205.5	120.9	41.50
★ Madison	180.1	105.9	6.50
★ Manitowoc ...	179.7	105.7	1.97
★ Sheboygan	170.9	100.5	3.30
Green Bay	153.8	90.5	4.72
La Crosse	149.0	87.6	2.84
Wyoming			
★ Cheyenne	184.3	108.4	2.35

SALES MANAGEMENT

PREPARING FOR PEACETIME PROSPERITY

A Statement by The National Federation of Sales Executives

LEADERS in all walks of life grow increasingly aware that high level employment at good rates of pay depends in vital degree on how effectively the sales side of American business performs.

We cannot look forward to a progressively higher standard of living for the American people unless such high level employment can be maintained in the post-war period.

The sales side of American business faces a great responsibility for peacetime employment—employment not only in the field of selling, but by reason of selling in the factories, on the farms, in the mines, on Government payrolls, and in all the professions and other remunerative walks of life.

The sales executives of this country, as represented by The National Federation of Sales Executives, hold that in order to meet this challenge and duty, there must be a new and improved era of cooperation between Government, farm groups, labor groups, veterans' groups, educational groups, and business groups on the one hand, and the sales side of business on the other hand. This enlarged cooperation must flow in both directions, under many headings, and over a wide front. It must exceed by wide margins anything deemed feasible or justified, and actually in practice while all-out war was being prosecuted in both Europe and Asia.

Sales machinery, even as is true of factory machinery, cannot quickly jump into high gear and quality performance. The interval between V-E Day and V-J Day is none too soon to get in motion full-scale policy setting and full-scale planning and preparing for the kind of nation-wide selling effort which is so essential to high employment in peacetime.

During the war a fair percentage of our country's sales machinery has grown rusty in the face of wartime shortages and wartime elimination of non-essentials. Sales personnel has been extensively disbanded by gravitation into the Armed Services and into other activities more directly a part of winning the war. The need is therefore urgent for recruiting and training as well as for policy setting and planning. Millions of new men must make selling their career, and must succeed at selling in order to keep many more millions at jobs in the other branches of our economic life.

The objective is clear; the necessity for prompt and intelligent action is pressing. For this reason, The National Federation of Sales Executives, in convention assembled, on behalf of its 65 member clubs located in trade centers in all sections of the country and on behalf of some 10,000 sales leaders, is making and issuing this statement and the accompanying Resolution.

WHEREAS, certain agencies, organizations and leaders, in and out of Government, have up to this time taken considerable account of the arguments and data presented by the representatives of such factors as labor, production, finance, consumers, education, veterans, and others, but have up to now taken relatively little account of the knowledge and experience of sales executives and the factual data available through them. Now, therefore, be it

RESOLVED, that all such agencies, organizations, and leaders, inside and outside of Government, but including both the legislative and administrative branches of the latter, be hereby informed that The National Federation of Sales Executives stands ready to offer its assistance and cooperation through consultants and committees under such headings as these:

Price Controls

1. The formulation of proper pricing regulations and controls—at the policy level—from now until peacetime conditions make such governmental regulations wholly or at least largely unnecessary. We hold that in this sphere, sales executives up to now have been largely ignored despite their qualifications and expert knowledge.

Export Selling

2. The formulation of policies as regards export selling which will help to minimize or eliminate favoritism and monopoly.

Sales Compensation

3. The formulation of policies as regards compensation of sales executives, and particularly of salesmen, to the end that adequate human incentives will be provided to assure a post-war sales job commensurate in scale with the colossal job done at the production end during the war.

Priorities for Salesmen

4. The formulation of policies as regards adequate allotment and/or priorities in favor of salesmen with regard to such as gasoline, tires, motor cars, rail and air travel, and in any such other ways as may be necessary for selling to fulfill the staggering responsibility which lies at its door. We hold that salesmen are not currently being accorded proper treatment or consideration under such headings.

Basing Point Decision

5. The legalizing of national selling on a uniform delivered price basis, to the end that all fear may be removed that the recent decision of the United States Supreme Court outlawing basing point selling will sooner or later be applicable in principle to delivered price selling. If such a possibility eventuates, its effect will be catastrophic on a large portion of the sales structure and sales performance of the nation.

Black Markets

6. The formulation of policies which will minimize black markets. In this sphere, sales executives have a close interest, but their help has not thus far been extensively sought.

Brand Competition

7. The prevention of grade labeling legislation or regulation from interfering with or destroying free competition in price, in quality, and in distinctive features of products and services—these being the competitive factors which account so greatly for the progress in American living standards and for the maintenance of sales and employment which brand names have accomplished through readily identifying the individual achievements of individual companies.

Trade Barriers

8. The minimizing of trade barriers as between the several states of the Union, many of which are destructive of democracy and of free competitive opportunity. Domestic nation-wide trade transcends in importance the potentials offered by foreign trade, but like the latter, involves no small number of significant problems requiring statesmanship for their solution.

Freedom from Dictatorship

9. The preservation, in the broader sense, of the American system of competitive, privately-owned enterprise as the surest and most effective means of providing the maximum number of jobs, the highest paying jobs, a progressively higher standard of living, and last, but not least, freedom from dictatorship in whatever form. Those who believe in democracy of economic opportunity coupled with a maximum chance for individual progress as a result of individual effort and ability, can accept no other system. Moreover, selling—vigorous selling—through human salesmen and through impersonal advertising is an inseparable and major factor in the success and very definition of this same free enterprise system.

Full Census of Distribution

10. The taking of an adequate full scale census of distribution without delay. It is poppycock to put through samples now and have the nation-wide data much later on, when selling needs such data at the earliest possible moment in order to perform the peacetime task which confronts it. Here is one direction where governmental economy, based on delay, will result ultimately in costing the Nation millions of jobs and billions of income.

Veterans' Sales Training

11. The formulation of adequate sales training, programs and procedures for war veterans. What has been done along this line thus far is superficial both qualitatively and quantitatively, and clearly lacks the foundation of experienced judgment. It also has been too insufficiently financed at the Government end to constitute fair justice to our men returning from the Armed Services.

Everybody wants to help them—the men who won the war in Europe and who will win it in Asia. But there is too little intelligence used in how to be of real service to our war veterans as distinguished from giving them hand-outs. Bonuses are short-lived at best; homes don't mean too much if a man hasn't a job. A small amount of capital to go into business doesn't mean too much if a man hasn't

had enough experience to know something about what he is doing when he does go into business.

What our war veterans really want is a decent opportunity without a lot of kidding. The truth is many of them will take up selling as a career and many others will keep their jobs in other walks of life only because their pals in selling are performing successfully. There should be no overlooking of this fact. It is high time that Government, the Armed Services, the veterans' organizations, educational groups, and all others patriotically, economically, or even selfishly interested in the war veteran and his future should make greater use of what the sales executives of the Nation have to offer, and are glad to extend, under this heading of recruiting, training, and placing of the potential salesmen who return to civilian life from the Armed Services.

In summary of the foregoing, The National Federation of Sales Executives wishes to emphasize that unlike many factors which go to make up our national economy, the sales side of American business has never been organized into a so-called pressure group. Moreover, it has no intention or desire in this direction. Indeed, it is not likely to ever do so, unless the demands of other groups, such as labor, farmers, veterans, consumers, etc., force it to do so as a defender of peacetime prosperity, of democracy of opportunity and of human freedoms.

The sales side of American business wants to be of constructive service to the Nation. It operates no lobbies in the halls of Congress or of the State capitols. The National Federation of Sales Executives conforms to this same policy. But as the national voice of selling, now that the plans for peacetime prosperity and peacetime jobs must get under way, The National Federation of Sales Executives proposes to bring the light of publicity to those things which are destroying the ability of the sales side of business to make its vital contribution to peacetime prosperity, as well as to those facts and ideas which can contribute most on the up-building side.

Operating no lobbies, seeking no role as a pressure group, the sales side of American business as represented by The National Federation of Sales Executives voluntarily offers its cooperation to all—in and out of the Government—who, like it, believe in America, believe in its long-established way of life, and believe in its long-term obligation to the war veterans. It is in this spirit that The National Federation of Sales Executives issues this official statement and the invitation embodied herein, and that copies hereof are being sent to the President of the United States, to the members of his Cabinet, and to leaders in many walks of life, in and out of Government, in and out of the Armed Services, and in every section of the country.

The magnitude of the post-war selling job which must be done to bring peacetime prosperity exceeds the imagination of most people. We all remember when the late President Franklin Roosevelt asked for 50,000 aircraft in one year's time. Hardly any one believed it could be done. It sounded like hopeful theory, but it proved a reality. It is that sort of challenge which now faces selling. The sights of the whole Nation, on the sales side, must be raised to heights never before proposed and these almost unbelievably high objectives must be attained, maintained, and exceeded. Hence, the real import of this statement should make itself manifest, without delay, in the thinking and action of every intelligent, ambitious, patriotic American who is also duly considerate of his fellow Americans.